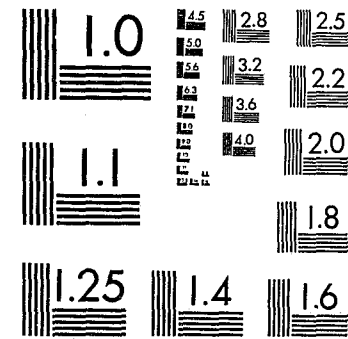


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ANNUAL REPORT
NEW JERSEY DEPARTMENT OF CORRECTIONS
FISCAL YEAR 1979

William H. Fauver
Commissioner

Judith A. Nallin, Esq.
Deputy Commissioner

During the past year, the Department was able to attain most of its objectives, particularly in those areas relating to services to inmates and parolees.

A key development has been the implementation of the plan to separate juvenile offenders from adult offenders in our institutions. Another significant development included the establishment of an inmate college program on the grounds of the Youth Correctional Institution at Annandale. This program is designed for those inmates who are seeking college degrees and credit for college courses.

A third major development included the plans for rebuilding the Trenton State Prison, which was undertaken during this period. It is anticipated that Phase One of the project will be nearing completion within the next fiscal year.

The Bureau of Parole extended its services to parolees through the implementation of programs such as the National Alliance of Businessmen, Vocational Service Center and Community Resource Specialist Project.

A significant administrative development was the establishment of the Division of Juvenile Services and the restructuring of the Division of Policy and Planning to include the Bureau of Parole. It is anticipated, during the forthcoming year, that the efforts of the staff to implement the legislative mandates of the Department will be enhanced considerably by these developments.

We look forward to the forthcoming year with some concern, particularly in light of the limited resources which are facing all government agencies. However, we can look forward to meeting our objectives in the future, largely as a consequence of the hard work and dedication of the employees of this Department.

William H. Fauver
William H. Fauver
Commissioner

NCJRS
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ACQUISITIONS

NEW JERSEY DEPARTMENT OF CORRECTIONS

ANNUAL REPORT - FISCAL YEAR 1979

TABLE OF CONTENTS

- I. DIVISION OF ADMINISTRATION
- II. DIVISION OF ADULT INSTITUTIONS
- III. DIVISION OF POLICY AND PLANNING
- IV. DIVISION OF JUVENILE SERVICES
- V. APPENDIX - ORGANIZATIONAL CHARTS

DIVISION OF ADMINISTRATION

Bureau of Budget and Fiscal Planning

Goals

Ensure that the Department's budgetary, expenditure and fiscal policies and procedures comply with the goals and objectives of the Governor, the Legislature and the Commissioner through the dissemination of information and guidelines.

Analyze expenditures and resource allocations by Departmental operating units to determine the maximum effective and efficient utilization of appropriation and manpower.

Collect appropriation data from Departmental operating units concerning their current fiscal status and future solvency and report findings to the Assistant Commissioner, with recommendations for action if warranted.

Ensure that the Commissioner's staff and other Central Office administrators are provided with all necessary support services required for them to operate efficiently as the central authority of the Department.

Maintain the facilities and grounds of the Department's Central Office complex.

Maintain a system of inmate records which are accurate, current and informative.

Objectives

Develop and promulgate to all units a comprehensive manual for budget request preparation, defining clearly the format and procedures to be followed in submitting annual budget requests.

Provide the Commissioner and Assistant Commissioner for Administration with a monthly analysis of agency spending and projected savings or deficits no later than the twenty-fifth calendar day of the following month.

Ensure that a comprehensive operating budget request for the entire Department is submitted to the Bureau of the Budget no later than October 1.

Objectives (Cont'd)

Review all personnel and fiscal documents to ensure compliance with the Appropriations act and the Department's objectives.

Provide same day mail and photocopy work for all administrative units of the Central Office.

Provide all Central Office units with the necessary materials and supplies for them to operate effectively and efficiently, filling and delivering requisitions within one week of their submission.

Respond to maintenance work orders on a timely basis. Work orders are completed daily in emergency situations and no less than a week from submission in routine situations.

Provide pertinent Department staff with inmate record folders on a timely basis and to establish a system of accountability for the dissemination and return of inmate-file materials

Performance

The Bureau is currently meeting all of its objectives, albeit with some delays being experienced in the areas of printing, mail delivery and maintenance. These processes are currently being studied by bureau personnel with an aim toward reducing performance time to those described above. One maintenance and five clerical positions continue to be temporary, unbudgeted and the impact of the loss of these positions is described in the Division's personnel request.

Workload Data

	<u>FY 1979</u>	<u>FY 1980</u>	<u>FY 1981</u>
<u>Central Support Services</u>			
Copies Printed	3,082,125	3,250,000	3,400,000
Requisitions Filled	1,579	1,900	2,000
<u>Maintenance</u>			
Work Orders Completed	479	525	550
<u>File Room</u>			
New Inmate Folders Opened	4,542	5,000	5,500
Inmate Folders Closed	3,374	3,700	3,900

Workload Data (Cont'd)

<u>Budget</u>	<u>FY 1979</u>	<u>FY 1980</u>	<u>FY 1981</u>
Monthly Account Analyses	9	9	9
Special Budget Studies	4	5	5

Bureau of Personnel

Goals

To establish sound personnel policies and practices within the Department of Corrections in accordance with the Department of Civil Service and Department of Treasury rules and regulations and collective bargaining agreements.

To monitor, review and evaluate Departmental Personnel Programs and make recommendations of same.

Objectives

Process CS-21 Request for Personnel Action forms within five (5) days of receipt.

Process requests for Reclassification, New Titles and Re-Evaluations within three (3) weeks of receipt.

Continue to conduct an ongoing classification review of titles within the Department.

Conduct an evaluation of the personnel offices and programs of the Department within the first six (6) months of the calendar year.

Process grievances and disciplinary actions and appeals within prescribed contractual and Departmental time limits.

Performance

The Bureau is experiencing great difficulty in meeting all of its objectives.

Performance (Cont'd)

The primary reason for its inability to perform its function in the manner in which it was originally intended is due to the fact that three (3) professional personnel positions have been vacant. The vacancies have ranged from four (4) months to eleven (11) months and have occurred in all three (3) major units of the Bureau.

In effect, these vacancies reduced the professional personnel employees contribution by 50% in each unit. Together with this loss of critical manpower, there was continuous increase in workload assigned to the Bureau.

With the recent filling of these positions, it is expected that the Bureau will move toward fulfilling its original goals and objectives

Bureau of Accounting and Internal Audit

Goals

To improve the accounting and bookkeeping systems to become easily adaptable to Fiscal Year 1981 conversion system plus maintain adequate audit trails for future review.

To establish sound auditing procedures for the internal audit unit thus enabling timely scheduling and completing of audit assignments.

Objectives

To maintain all funds and accounts on a current basis.

To establish appropriate procedure ensuring that all requests for orders are processed within three days after receipt in the Bureau.

To prepare a monthly report on the condition of accounts involving central programs and forward same to the Bureau of Budget and Fiscal Planning not later than the tenth day of the following month.

To process payment vouchers and forward same to Treasury Department within three days after receipt in the Bureau.

Objectives (Cont'd)

To coordinate a smooth transition into the new account code conversion system for all Department agencies.

To conduct financial audits annually to every operating unit in the Department plus contract service facilities when appropriate.

Performance

The Bureau, with its current staffing, has been able to meet its objectives in areas of time commitments and audit performance. Our objectives specifically state a three day processing commitment, which is realistic, provided continuation of sufficient clerical personnel are available.

Bureau of Institutional Support Services

Goals

To ensure that adequate facilities exist to meet the needs of the Department.

To coordinate and monitor Department activities and provide various support services. To provide professional and technical services and consult and advise institution personnel on matters involving transportation, dietary, household, laundry, sanitation, real estate and insurance services.

To ensure that adequate medical and dental services are provided to inmates of the Department's institutions.

To annually prepare and present the Department's capital budget request.

Objectives

To develop and coordinate a comprehensive program of support services, defining procedures to be followed in providing these services in a timely manner.

To coordinate and direct the inspection of existing facilities.

To submit an annual list of projects for the Department's capital budget and to review and make recommendations concerning the institutions' operating budgets in the areas concerning the Bureau.

Objectives (Cont'd)

To organize and systemize a policy of preventive maintenance in operational units of the Department.

To coordinate transportation activities and monitor the use and cost of Departmental vehicles. To develop and update standards and procedures in the areas of institution dietary, household and laundry and sanitation services.

To formulate policy, directives and rulings in the area of medicine and dentistry services.

Performance

The Bureau is currently meeting its stated objectives. The Bureau previously provided the majority of institution support services through acquisition of manpower from the Department of Human Services. However, through the extraordinary appropriation received in FY 1980, these services will be provided directly and the current request in that account is designed to further enhance the Department's ability to provide direct support services to institutions.

DIVISION OF ADULT INSTITUTIONS

Office of the Assistant Commissioner

Goals

To supervise the operation of the Division's eight major institutions and their satellites, including 4,000 employees and 6,500 inmates.

To accept convicted offenders sentenced by the courts into its facilities and hold them during their lawful period of incarceration.

To maintain comprehensive standards for operating units of the Department.

To provide organized treatment programs designed to redirect inmates away from criminal behavior toward more socially acceptable activity.

To provide institutional programs which will promote successful re-entry upon release.

To interpret and transmit to staff and operational levels requirements of the Department and other state agencies under whose authority and control the Division operates.

Objectives

To visit and maintain communications with each institution within the Division on a regular basis in order to review and evaluate programs and provide general review of the institution's entire operation.

To conduct regular meetings of institutional superintendents to allow free exchange and discussion of the Department's management and program objectives.

Performance

The Office of the Assistant Commission is meeting its objectives with respect to the reduction of state inmates in county jails. This has been achieved through arrangements with the counties and the classification of state inmates to the Youth Correctional Complex. The assignment of state inmates to the Youth Complex, however, is not in accord with the correctional philosophy of the Department.

This office has increased the number of regular visits to institutions with the Division, thereby, maintaining close communications with staff and inmates on issues for new and revised Departmental standards; parole and classification referrals and program and operational matters.

Bureau of County Services

Goals

Assist counties and municipalities to recognize and achieve the minimum standards set forth by the Department of Corrections for the operation, management and construction of penal facilities.

Maintain liaison with the counties, their freeholders, sheriffs, wardens, prosecutors and judges.

Coordinate the classification, assignment, and transfer of inmates within the state prison system.

Assist the counties in the coordination of county work release programs.

Provide supervision of community service center programs.

Objectives

To conduct annual inspections of all county jails, municipal lockups, county and city workhouses, county penitentiaries and other facilities which serve to house or detain adults in accordance with the applicable laws of the State of New Jersey, the applicable standards of the Department of Corrections and the Minimum Standards and Operating Procedures for County Correctional Facilities.

To provide consultation to appropriate county or municipal officials with regard to major renovations and repairs or construction of new facilities and to make recommendations for the improvement of programs and services, as well as overall conditions within respective facilities.

To coordinate the intake of State Prison sentenced offenders from county jails into the state prison system.

To monitor the backup of State Prison sentenced offenders housed in county jails as well as to assist the counties in the handling of special management cases such as former policy and correction officials, public officials, informers and inmates requiring special care such as dialysis cases, paraplegics, amputees and terminal illness cases.

Objectives (Cont'd)

To coordinate the assignment and inter-institutional transfer of state prison inmates through the Inter-Institutional Classification Committee.

To assist the counties and municipalities in the coordination of work release programs and to compile and publish annual reports on county and municipal work release programs.

To coordinate, monitor and compile reports with regard to the Intra-State Transportation project.

Performance

The Bureau is currently meeting its objectives regarding county and municipal correctional facilities using the Standards currently in effect as a measure of performance. At the direction of the Commissioner of Corrections, the Standards for county jails were revised and updated to reflect current standards being issued by national organizations such as the National Sheriffs' Association, the American Correctional Association, the American Medical Association, the American Bar Association, as well as the recommendations of the New Jersey Correctional Master Plan.

The Manual of Standards for New Jersey County Correctional Facilities was revised with the joint cooperation of the Committee for the revision of County Jail Standards and now awaits final approval and promulgation. Public hearings were conducted by the Sub-Committee of the Assembly County Government Committee and evaluations were made of the report and recommendations of the County Penal System Study Commission. A new bill is being proposed which is expected to assign increased regulatory control of county correctional facilities by the New Jersey Department of Corrections. Pending the aforementioned, the Bureau will continue to make use of standards currently in effect. It is the Bureau's projection, however, that with the promulgation of the revised standards and the passage of the aforementioned bill, the Bureau will be called upon to provide significantly increased services to the counties during the forthcoming fiscal year.

Workload Data

	<u>FY 1980</u>	<u>FY 1981</u>	<u>FY 1982</u>
County Jail Intake/ Classification	1,575	1,654	1,833
Vroom Classification	214	200	200
<u>Inspections</u>			
Municipal lockups inspected	305	315	330
County Jails inspected	27	27	27
<u>Consultations</u>			
Construction & Renovations	126	130	130
Work Release	62	70	70
Co. Work Release Audits	21	21	21
Co. Remission of Time Audits	21	21	21
County Good Time Audits	21	21	21

Bureau of Community Release Programs

Goals

To ensure consistency and uniformity in the operating procedures of the various pre-release programs within the Prison Complex, Youth Correctional Institution and Clinton Institution for Women under the general supervision of the Assistant Commissioner, Division of Adult Institutions.

Under the general supervision of the Assistant Commissioner, Division of Adult Institutions, to administer the Residential and Non-Residential Community Release Agreement Programs for the Department.

Objectives

To revise and update the present Standards governing furloughs, work/study release, experimental study release and contract activities to reflect the Department's philosophy and to promulgate appropriate operational procedures.

To develop policy guidelines, administrative procedures and regulations concerning residential and non-residential contractual agreements with non-profit agencies or organizations.

To develop contracts with non-profit community agencies in the area of residential and non-residential services and administer the conditions of such contracts.

To provide assistance, training and technical advice to the institutional coordinators of furlough programs, work/study release programs, experimental study release programs, residential and non-residential contractual agreement programs.

To develop, conduct and participate in regular meetings with institutional coordinators designed to isolate and correct problem areas and increase program operational effectiveness.

To serve as liaison with the Bureau of Parole, the investigative component responsible for field investigations of furlough destinations and work/study release sites for inmate residents of adult institutions and contract agencies.

Performance

The furlough and work/study programs, during the past year, were maintained at a fairly high level. A review of these programs in the forthcoming year, will be made.

The anticipated increase in inmate participation in all community release programs will necessitate greater efforts on behalf of this Bureau to supervise, coordinate and monitor the efforts of the personnel in the institutions, district parole offices and contract agencies serving inmates in pre-release centers or drug communities.

The Bureau was able to satisfactorily monitor all Community Release Programs during the year, although Central Office meetings for institutional and field coordinators of release programs were not as frequent as were projected.

Workload Data

	<u>FY 1979</u>	<u>FY 1980</u>	<u>FY 1981</u>
Furlough Investigations	946	1,150	1,285
Furloughs Granted	1,713	1,850	2,000
Work/Study Release Placements	470	525	600
Experimental Study Release Placements	10	12	16
Non/Residential Contract-Agencies	4	6	8
Non/Residential Contract-Inmates	5	9	14
Residential Agency Contracts	5	5	7
Inmate Residential Placements	120	130	175
# of Inmate Days Purchased	10,199	11,000	14,965

Bureau of Professional Services

Goals

The goals of the Bureau of Professional Services is to continue the development of a treatment service delivery system that is responsive to institutional management needs and the psycho-social needs of offenders housed in the adult correctional institutions. This will be accomplished by the Bureau providing coordinating and consulting services, conducting needs evaluation, program planning and development, and managing line programs in special areas such as drug addiction and social services, i.e. Community Treatment Services, Specialized Social Service Team.

Objectives

To develop and implement research evaluation projects which would describe the delivery of professional services, as well as the impact of specialized treatment programs operational within the correctional institutions.

Objectives (Cont'd)

To coordinate the delivery of treatment services within the adult correctional complex by participating on the Social Work Advisory Committee, the Committee on Psychological Services, the Inter-Departmental Program Committee and the Governor's Council on Alcoholism; by supervising activities of the Specialized Social Service Team and the Community Treatment Services Project; by further developing social work standards by continuously assessing employee recruitment needs.

Performance

The Bureau of Professional Services (formerly Office of Professional Services) is a multi-faceted unit offering both direct services to inmates and staff support to the Assistant Commissioner with regard to professional services. This Bureau has been funded by a variety of different sources, including State lump sum appropriation, State Law Enforcement Planning Agency (SLEPA), Federal National Institute of Drug Abuse (NIDA Formula 409 Funds), and Title XX. State assumption for these positions was begun with the Fiscal Year 1979 budget with an increase in the number of State-supported positions in the Fiscal Year 1980 budget. This budget requests the continued state support for these positions and State assumption of an additional two positions for which SLEPA funding is eroding. The request may be found in an extraordinary account request.

DIVISION OF POLICY AND PLANNING
ANNUAL REPORT - FISCAL YEAR 1979

OVERVIEW

The Division was restructured during the fiscal year so that it now includes the Bureau of Parole and the Office of Psychological Services, as well as the other Bureaus.

Also, the Division was involved in helping to implement the decision by the Commissioner to participate in the accreditation process of the Commission on Accreditation for Corrections. It will involve the eight adult correctional institutions, the Bureau of Parole and the Newark House program. To date, all of the assignments have been completed. It is anticipated that the Department will be able to apply for accreditation of most of the programs in the forthcoming months. This goal was achieved, in large measure, through the assistance of the Chief of the Bureau of Standards and Audits and staff to the Standards Management Team.

Significant progress was made in operationalizing the Institutional Admissions and Movement System by the Bureau of Correctional Information Systems. Also, the PEDS Program became operational for all of the major institutions during the year and the data design for OBSCIS, which will integrate the three current data processing systems in the Department, was completed.

The administrative organization of the Bureau of Parole was restructured in order to more effectively supervise field operations and plan for the legislative changes which may be implemented in the next fiscal year.

The Planning and Program Development Unit was instrumental in implementing a plan for coordinating legal services training for inmates, as well as for establishing the college program for inmates at Annandale to be administered by the Mercer County Community College.

The Grants Management Unit was successful in securing over \$1½ million in external funds for Departmental programs.

All of the other units in the Division were also able to complete many of their goals in spite of the job freeze and the shortage of operating funds. Some of the serious problems which emerged as a consequence of the staff turnover in the Bureau of Parole cannot all be addressed effectively. Moreover, all of the units experienced increased workloads which necessitated making changes in many of the procedures and methods of operation.

-2-

DEVELOPMENTS

Accreditation

The Department was selected as one of 11 States to participate in the accreditation of its programs as a result of funding it received from L.E.A.A. A Standards Management Team was established to implement this project which involved developing plans for accrediting the eight adult correctional institutions, the Bureau of Parole and the Newark House. Accreditation coordinators in all of the facilities were charged with the responsibility of determining whether or not they complied with each of the standards that had been promulgated by the Commission on Accreditation for Corrections.

All of the programs involved in this process completed their self-evaluations and plans of action and submitted them to the Commission. A tremendous amount of help was provided for an extensive period of time by the Bureau of Standards and Audits to the Standards Management Team. Together, they were successful in completing the scheduled responsibilities that had been established by the Commission.

Interstate Services

This unit experienced a substantial increase in workload in each of its components, including a 15% increase in the New Jersey case unit, 14% increase in the out-of-State case unit and a 40% increase in the number of parole violators who had to be returned by the escort team.

Moreover, the unit assumed responsibility for recording caseload statistics and case records. The increase in the workload was due, in some measure, to the fact that several of the compacts are being more aggressively utilized by other States. Also, the unit is involved in updating many of its records and files. In addition, the State Parole Board's decision to hold in absentia hearings for out-of-State cases has resulted in a new level of increased responsibility for all detainer cases which result in State Prison sentences.

The major issues to be addressed in the forthcoming year by this unit include development of standards and procedures for extradition cases and the juvenile compact.

Planning and Program Development

Several major projects were undertaken by this unit during the year including the development and implementation of a legal services training program for inmates in the adult correctional institutions. This major effort will meet a court-mandated responsibility for affording inmates access to the courts.

In addition, a two-year planning effort involving Assembly Bill #86, which provides for educational services to juvenile offenders through the age of 20 years, was completed. Currently, efforts are being made to plan for the establishment in the Department of an Office of Educational Services.

Also, a grant review process was developed and implemented which requires that all federal grants be reviewed as to the appropriateness of the stated goals, objectives and methodology.

Also, the unit was instrumental in helping to establish a campus of the Mercer County Community College at the Annandale Youth Correctional Institution for approximately 65 inmates. These inmates will attend college full-time and reside at Annandale. It is believed to be the first correctional college campus in the United States.

Office of Psychological Services

This unit, which reviews, analyzes, evaluates and provides guidance to all psychology offices in the institutions, was created during the year. Bi-monthly meetings of all psychologists were held and numerous committees promoting the development of psychological services were established. Also, the development of a comprehensive pre-parole psychological report format was approved and implemented.

A comprehensive survey was made of all psychology positions, including psychological consultants, within the Department by the Office of Psychological Services. This survey, which is now updated, is used in the recruitment effort to fill psychological staff vacancies with qualified professional personnel in an efficient and timely manner.

Correctional Information Systems

The Bureau of Correctional Information Systems completely edited its master file of offenders resident in the institutions. As a result, numerous operational listings and management reports were developed which significantly reduced institutional workloads.

The Bureau completed the detail design for the development of the OBSCIS system as well as a tentative implementation plan. A third year continuation grant application was submitted to L.E.A.A. for funding. The CIS Data Base was expanded and enhanced which improved efficiency and productivity.

The Parole Eligibility Determination System staff completed building record files for all min/max offenders and loaded all data onto the computer. Discs for the three major prisons, Clinton and Annandale have been delivered to the State Parole Board in January of this year. The two remaining youth institutions have their files built but the dates are currently being re-verified and will be delivered to the Board shortly. In addition to the creation of the files, the payroll reporting system was streamlined, time calculation cards were standardized and a PEDS operations manual was drafted.

During the forthcoming year, a review will be made of the utilization of the Olivetti mini-computer as it relates to future use. In view of the many difficulties encountered in the past with this system, it will be necessary to determine whether to continue utilizing it or propose an entirely new system. This computer cannot accommodate the needs of the Department in a very effective manner.

Standards and Audits

The Bureau of Standards and Audits became extensively involved in the Commission on Accreditation project which absorbed at least two staff members for almost one half of the fiscal year. Also, the Bureau has begun work on juvenile standards with a significant number of draft pages completed.

Four major adult institutions were audited by Bureau staff. The remaining adult institutions, the Parole District Offices and the Community Center were audited in conjunction with the self-evaluation phase of the accreditation project. The Bureau completed an operations manual and developed a general format for such a manual for all units within the Division, as well as the facilities.

Standards and Audits (Cont'd)

Plans are being developed for the establishment of a policy manual for the Department which will be utilized to assist in the accreditation of the various administrative units and facilities.

Also, the auditing process is being reviewed in order to ensure that it does not conflict with the auditing standards involved in the accreditation process. It is anticipated that, by integrating the two systems, it may be possible for the Bureau to audit a substantially larger number of standards than is currently the case with the present staff.

With the need for meeting several goals, including the lack of standards for the Division of Juvenile Services and central office operations, as well as the need for a review and update of a large portion of current standards, it will be necessary to secure additional equipment and, hopefully, additional secretarial services.

Parole

The past year was a difficult one for the Bureau of Parole due to substantial staff turnover and shortage of operating funds. This situation necessitated the restructuring of the duties and responsibilities of the managerial and line staff. Moreover, the Bureau was involved in other new activities which required that the staff members extend themselves tremendously. These activities include participation in the accreditation of its operations which required a great amount of staff time in order to document compliance with the standards and the increased workload generated by policy and procedural decisions of the State Parole Board.

As a result of staff shortages, vehicle recalls, budget cutbacks and the increased workload, several changes were made in the operations of the Bureau in order to ensure that the primary goals of the Bureau be achieved. They included restructuring several programs, including the N.A.B. project, the Probable Cause Hearing Officer Program and the furlough and work release investigations.

Efforts were made to extend some additional services to parolees including the Parents' Orientation Program which was successfully launched by the Bureau's P.R.O.O.F. House program in Jersey City. This program is currently being introduced into several districts around the State.

Parole (Cont'd)

In addition, the Bureau was fortunate in securing funds to establish the Hispanic Parole Officer Program for the forthcoming fiscal year. Moreover, substantial progress was made in developing a cooperative relationship with the Administrative Office of the Courts whereby selected parole officers participate in a common training program with probation officers.

During the year, the Bureau provided supervision for almost 14,000 parolees. During the last fiscal year for which information is available (FY 78), parolee earnings amounted to \$26 million, which is a 25% increase over the previous year.

Training

The fiscal year was a very active one for the Bureau of Training and involved an expansion and improvement of its programs. Some of its accomplishments include providing training for over 1500 employees; completing a college credit and professional development program for 215 employees; implementing a behavior modification program for employees and inmates; conducting specialized training in several areas including the new Penal Code; defensive driving courses; and hostage negotiations training.

Moreover, the efforts to improve relationships between the Department and local correctional officials were enhanced with the establishment of a two-day training session for county correctional officers dealing with inmate grievances, classification, report writing and crime scene investigation.

In addition, the Bureau implemented a restructured basic training program which now includes a four-week residency requirement and comprehensive assessment of the students.

The Bureau participated actively in the accreditation process and is planning to complete a comprehensive training plan for Department employees. All of these efforts were supported publicly by the Commissioner who issued a policy statement regarding training of employees in hostage negotiations.

The facilities assigned to the Bureau should be modernized or renovated as soon as possible in order to ensure that adequate housing services are available to the students.

Training (Cont'd)

Moreover, due to a substantial decrease in appropriations for staff training, it was necessary to modify some of the existing training programs. This has created a backlog of officers who have not attended the training programs which substantially impedes the implementation of the new Correction Officer Recruitment Program.

In the forthcoming year, the Bureau plans to expand its efforts to establish itself as the central training facility for correctional personnel in the State; to establish a correctional resource center; to develop a training model for juvenile and satellite units; to develop plans to computerize data regarding trainees and records regarding their experiences; and to assist the Department in meeting its attempts to accredit its operations.

Grants Managements

After a number of years of federal funding, this unit was integrated into the Department operations through legislative action. The unit was successful in securing over \$1½ million from external sources for Departmental programs.

Moreover, the staff efforts resulted in the Department receiving 45 budgeted Correction Officer positions through CETA and obtained 22 new Title II CETA positions.

There were almost 30 SLEPA grants which were processed by the unit and eventually approved.

A grant review process which involves an assessment of all projects prior to their approval was initiated during the year. This process is an attempt to evaluate proposals to ensure that they meet Departmental goals and objectives.

The staff is very involved in not only processing proposals but also in initiating them and reviewing concept papers submitted by staff members. In effect, the staff serves in a multitude of roles including grant writing, which consumes a substantial amount of time. This situation hampers efforts of the staff to provide technical financial and managerial aid to the various administrative units.

DIVISION OF JUVENILE SERVICES ANNUAL REPORT

FISCAL YEAR 1978-79

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OVERVIEW

As of the writing of this report, the Division of Juvenile Services has experienced its first full year of operation since it was established by Commissioner Fauver. The Division has as its primary mission to direct and administer a broad spectrum of programs for juveniles in order to meet the legislative mandate setting up the Department of Corrections, while separating juvenile offenders from the adult offender population, and provide services for juvenile offenders which recognizes their special needs.

In line with this, and as outlined in the Governor's Task Force Report on Juvenile Justice and Delinquency Prevention, our major thrust has been to develop a strong and effective Division that addresses the special needs of the youth committed to our care. In the same light, as mandated by the Juvenile Justice Delinquency Prevention Act of 1974, the Division has been mandated to continue to support and achieve in compliance with their statutes, especially with regard to the separation of juvenile and adult offenders within the adult system.

MAJOR DEVELOPMENTS

At the outset, let me state that it has been necessary to almost completely reorganize and reshape nearly all of the programs in this newly created Division. A major focus has been the establishment of a realistic Table of Organization and a Central Office Staff to oversee the Division. This has included the hiring of a Deputy Director, Chief of Institutional Services, Special Assistant for Female Juveniles and a Business Manager together with Business Office staff, etc. It has entailed a major reorganization of all the functions and responsibilities that must be handled by a new division.

The focal point for our reorganization has been the establishment of a classification system which physically meets every juvenile entering the system. This face to face evaluation by the top level administrators of the various operational units within the Division has allowed us to work towards the modification of these various operational units so as to provide the kinds of services required by the problems the youngsters are presenting.

The Reception Classification Committee began its initial work on October 31, 1978 with representatives from Yardville, Jamesburg, Skillman, Annandale and the Community Release Centers present as members, with the Committee being chaired by the Assistant Commissioner, or his designee. The Committee has been most successful in placing youngsters in programs where they were heretofore excluded because of jurisdictional separation of youth complex and training school inmates. As of this writing, there are a total of 159 youth complex commitments integrated into programs on the Jamesburg campus.

The Jamesburg Institution has undergone major changes during the past year as a result of a change of administration. A major effort during the year has been to support this change in a direction which would primarily consist of the decentralization of Jamesburg into differential programs for each cottage unit to adequately meet the needs of the various types of youngsters who are being committed to the Division's care. As of this date, over half of the units at Jamesburg have been developed into viable programs, modeled on the Highfields Project.

MAJOR DEVELOPMENTS - (Continued)

Page 2.

Although a far cry from that project, the units have the framework set in place which can lead to successful rehabilitative endeavors in the not too distant future. The remaining cottages, although decentralized, have not developed the kind of programs which are acceptable in providing the best services to the youngsters in them. Priorities for the coming year would be to adequately train the staff and develop the kind of programs needed so that these kinds of services can become a reality.

As of October of last year, we have begun to separate female offenders by moving a portion of them to the Skillman Institution on a daily basis. As of January, a second cottage at Skillman was established as a second institutional program for females for the thirty some odd residents at Jamesburg. Approximately twelve were transferred to that institution while making the Jamesburg unit as autonomous as possible from the male portion of that Institution. The Skillman Program was developed in a like manner and consists of education, work and counseling as the core components of that Unit's operation.

During the month of September of 1978 the Ocean Residential Group Center was closed due to the poor physical conditions of the buildings, but equally because of the lack of any real program taking place at that facility.

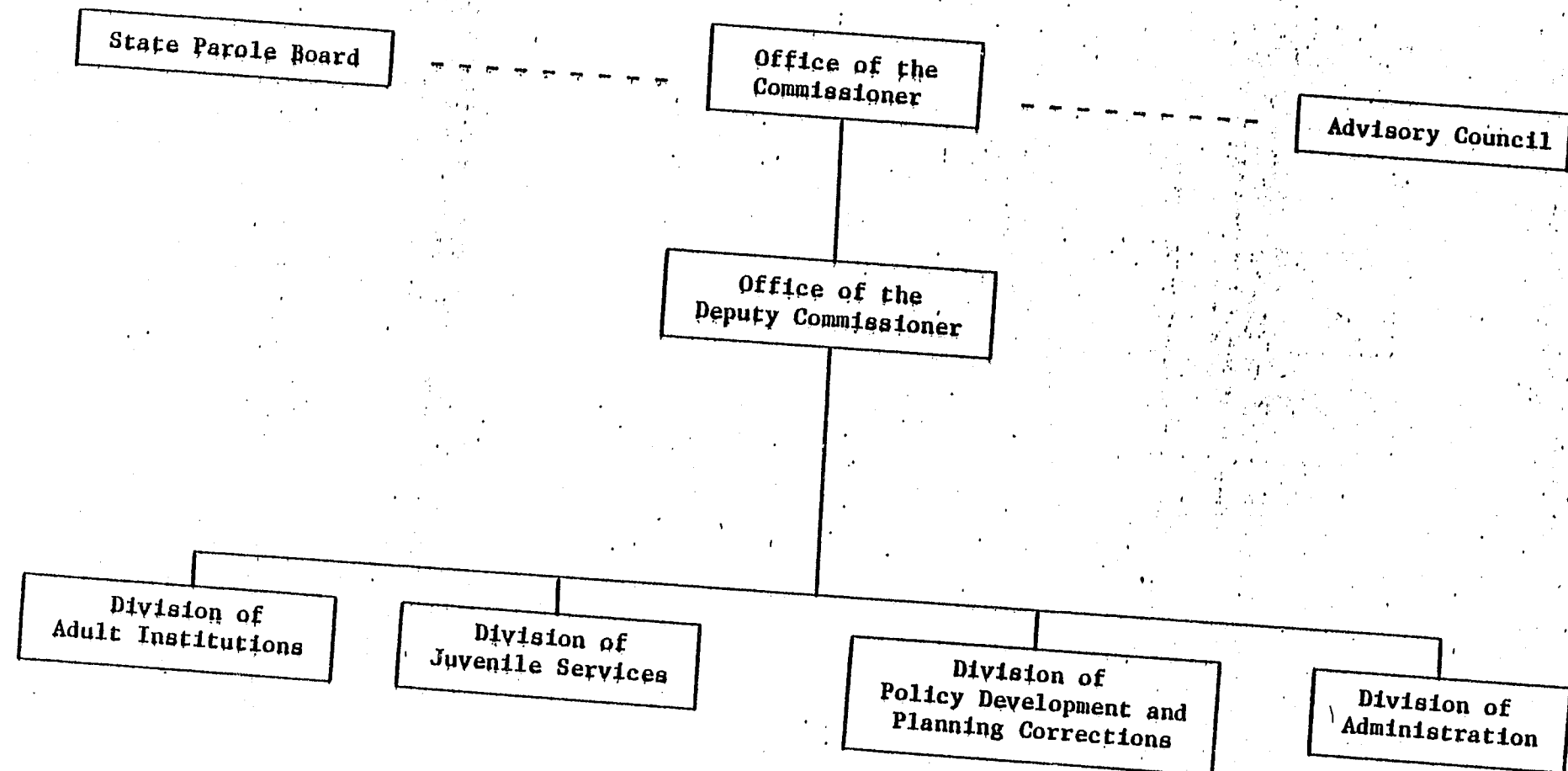
The Oceanfields Project was changed from a probation program to one dealing with committed youth, both from Yardville and Jamesburg. Its physical plant was refurbished, and a new program put in place in January 1979. which has been functioning quite well since that date.

Alpha House, a Community Program for young ladies, was received by the Department of Corrections in the beginning of the fiscal year.

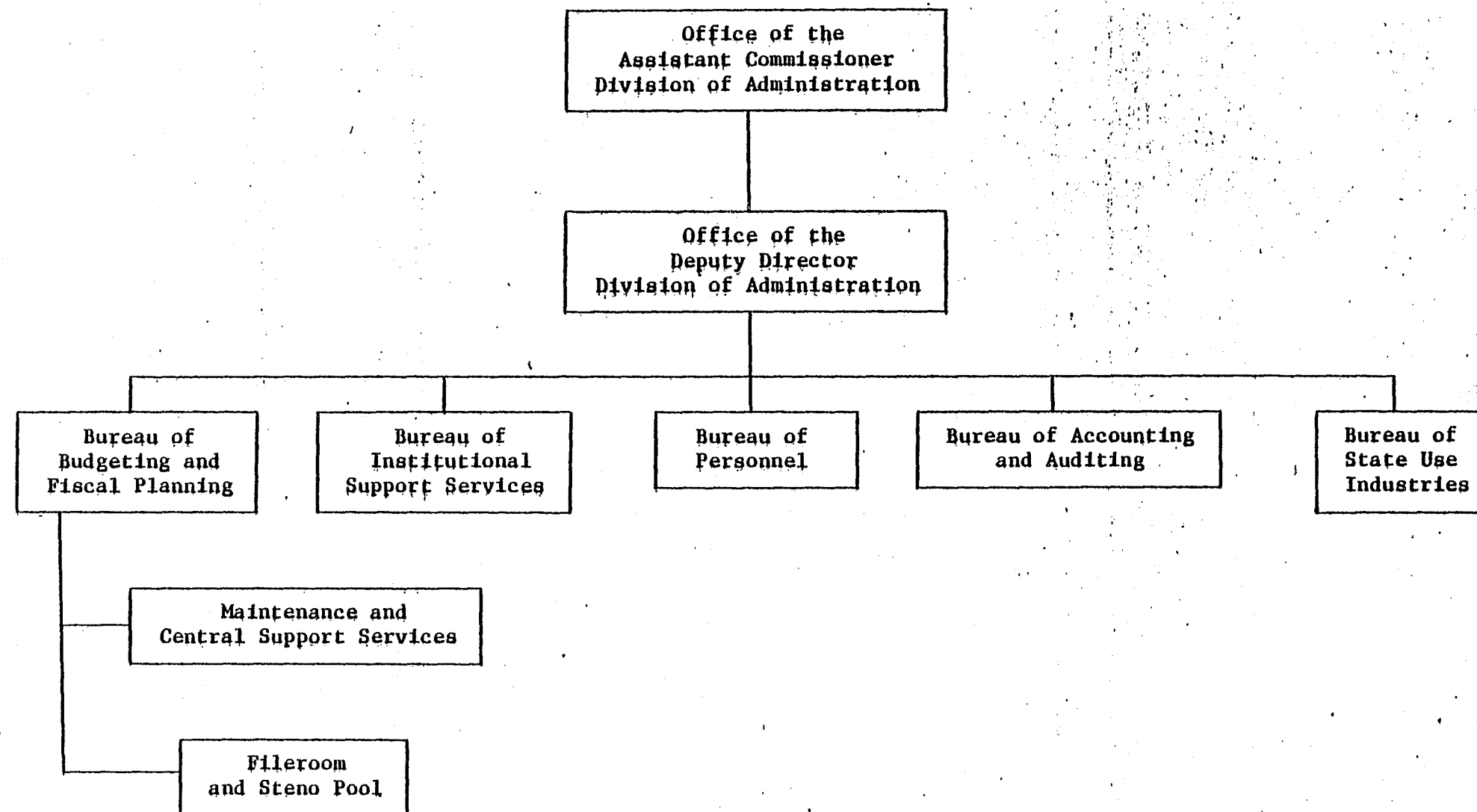
We have established a Community Transition Program in Camden for youngsters who have no place to go upon parole from Jamesburg and Yardville. This is being contracted to us via Camden County through a SLEPA Grant. Furthermore, in addition to this, we have received funding from the Department of Labor toward the end of the fiscal year to begin a program in September for Aftercare Services for the South Jersey Counties (YUVAN). This program will operate with non-traditional Aftercare workers in three metropolitan areas - Atlantic, Cumberland and Camden. They will provide intensive services and develop program capabilities for youngsters in these communities who have been paroled and released from our Institutions and Residential Centers.

We have engaged in activities during the year toward developing a program similar to our Stuyvesant Avenue Project for Middlesex County, through a grant received by them from LEAA.

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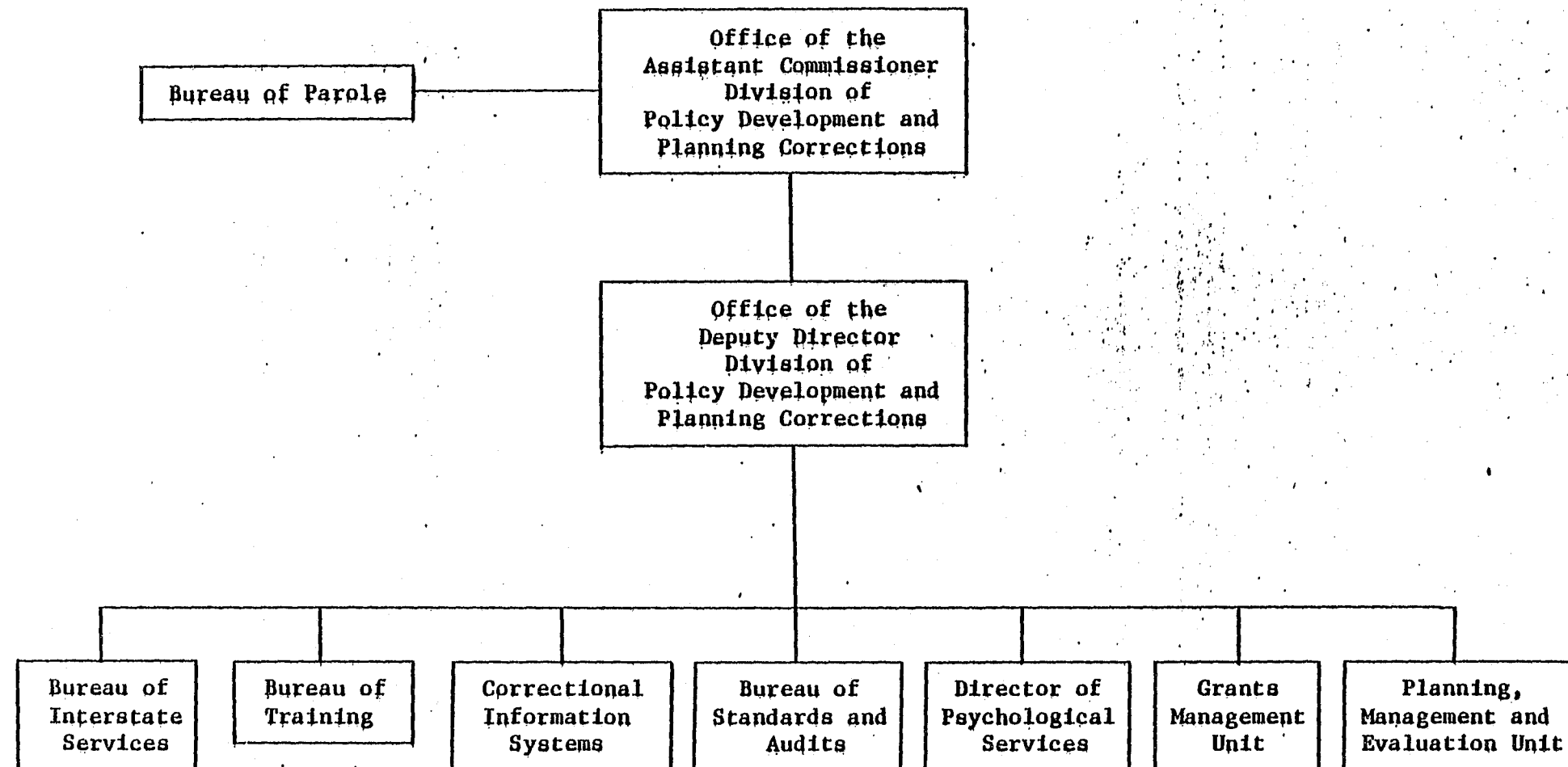
Office of the
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Bureau of
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Community Services

- Training School for Boys and Girls, Jamesburg
- Training School for Boys, Skillman
- Residential Group Centers
- Community Treatment Centers
- Community Service Centers
- Juvenile Screening Team

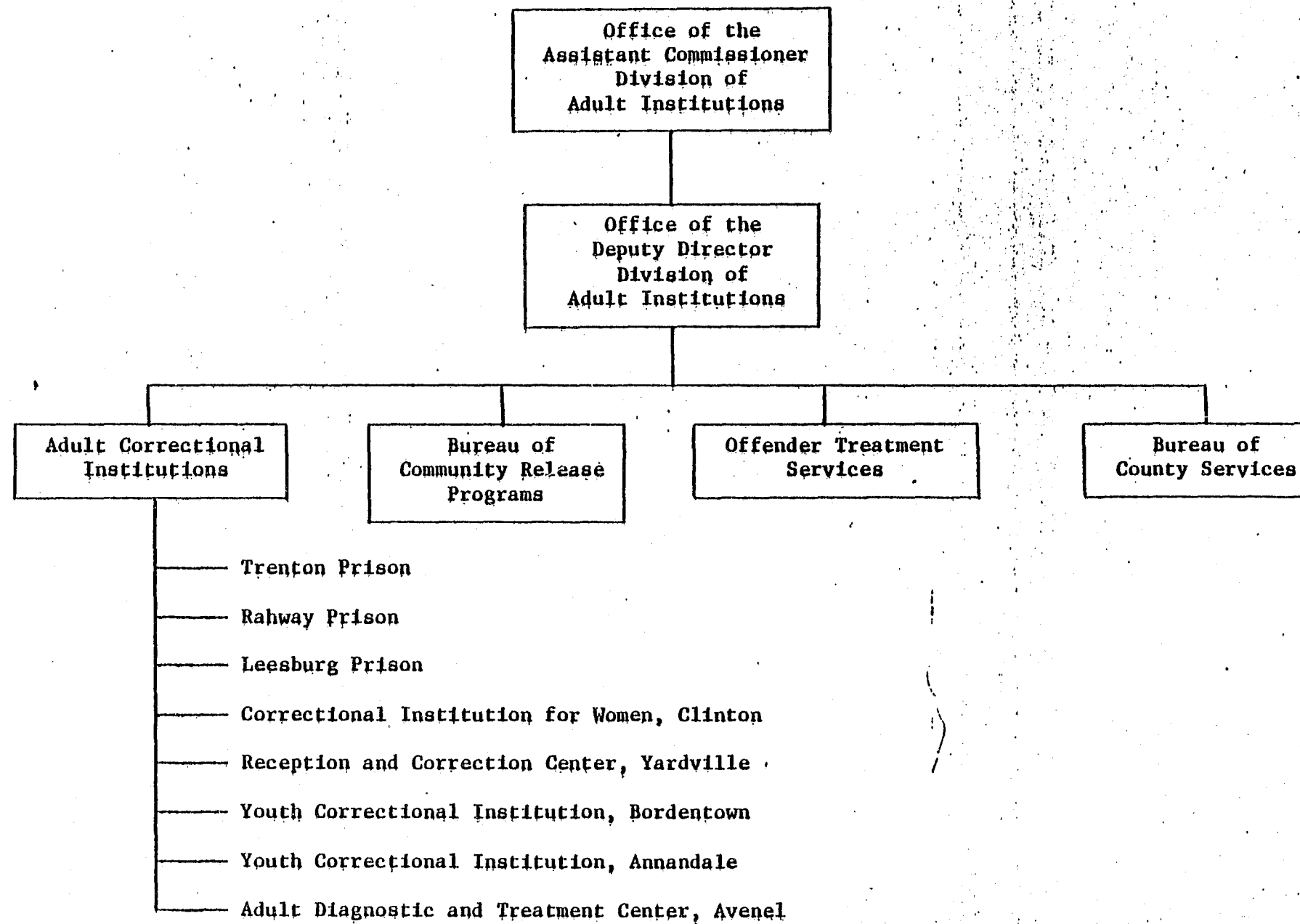
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DIVISION OF POLICY DEVELOPMENT AND PLANNING CORRECTIONS



DEPARTMENT OF CORRECTIONS

DIVISION OF ADULT INSTITUTIONS



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