

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

STATE OF NEW JERSEY

DEPARTMENT OF CORRECTIONS

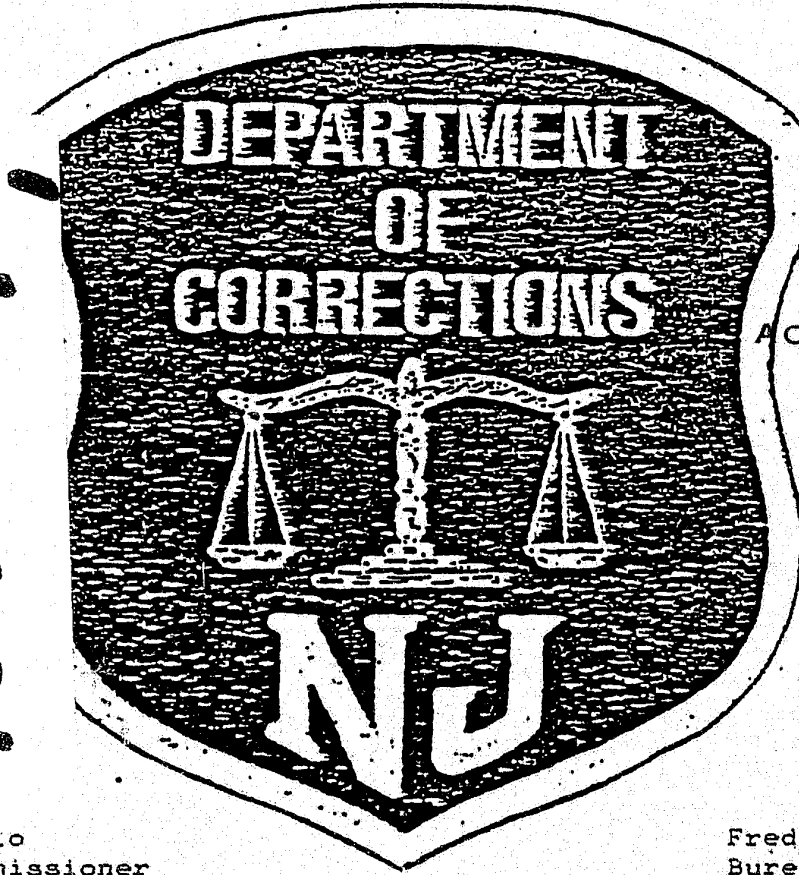
DIVISION OF POLICY AND PLANNING

BUREAU OF PAROLE

Whittlesey Road (CN 864)  
Trenton, New Jersey 08625

Fiscal Year July 1, 1986 - June 30, 1987

107779



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ACQUISITIONS

John F. Zerillo  
Assistant Commissioner

Susanne Nielsen Pavelec  
District Parole Supervisor

Fred B. Holley, Chief  
Bureau of Parole

Victor R. D'Ilio  
Assistant Chief

107779

**U.S. Department of Justice  
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## STATE OF THE BUREAU

### MISSION

As a component of the Division of Policy and Planning, Department of Corrections, the Bureau of Parole's mission is:

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

### MAJOR OBJECTIVES

1. To increase field staff's ability to respond appropriately to individual parolee's needs, the reduction of caseloads substantially below the present 1:79 ratio being a priority.
2. To facilitate preparation of some 8100 state and county inmate's release to parole supervision and to serve in a liaison role between personnel of correctional institutions and training schools and Bureau of Parole field staff.
3. To provide an alternative to reconfinement of some 200 offenders by use of community-based residential facilities for parolees who are failing to satisfactorily meet certain parole conditions.
4. To provide hearings mandated by New Jersey Statute for approximately 2500 parolees whose adjustment has deteriorated markedly in one or more serious aspects.
5. To provide a program for 20 additional interested and qualified citizens from all walks of life who wish to serve as volunteers in the

Bureau's effort to reintegrate adult and juvenile parolees from correctional institutions and training schools.

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

#### ANTICIPATED NEEDS AND ISSUES

Additional responsibilities created by the modifications to the Parole Act have increased the Bureau responsibilities in a variety of ways. As a result, it would appear that additional resources might be required.

Staffing patterns at years end have translated to individual caseloads of almost 80 per officer. In many instances, special conditions dictate that cases be maintained on intense supervision while other special conditions require a certain amount of referrals and monitoring to assure compliance. Ancillary responsibilities include collection of revenue, conducting field investigations, monitoring the Furlough/Work Release Programs and assuring institutional parole services are available to each of the county correctional institutions and community release facilities.

Additional responsibilities for the field officer have now grown to include the need to investigate each new parolee arrest in detail. Circumstances surrounding the arrest must be accompanied by reviewing the parolee's account and prompt contact must be made with the county prosecutor to determine his interest in initiating the Revocation Process. Should such be the case, the time consuming process of preparing the necessary paperwork and attending two separate hearings commences. Added to the already complex field responsibilities of the field officer, the need to reduce caseloads becomes more apparent.

With the modification to the Parole Act came the authority for parole staff to make arrests of certain alleged parole violators. There was no provision for weapons usage. Given the great variation of physical and psychological characteristics of the present staff, the need for a surveillance squad attached to each district office is foreseen. Specially trained personnel meeting determined physical and mental characteristics provided with necessary equipment would be responsible for the apprehension and transportation of delinquent parolees whenever possible. They would complement the field officer whose primary responsibility would be counselling and referral but who might also work side by side with the surveillance squads as needed.

In that the Revocation Process will necessarily become more complex as hearing officers make determinations involving new offenses based on prima facie evidence and as prosecutorial application might be more readily used under revised statute, the Bureau seeks a special unit of probable cause

hearing officers. It would be their sole responsibility to conduct Probable Cause Hearings and to prepare the necessary decisions in a timely fashion. Divorced from other responsibilities and mobilized, each hearing officer might be responsible for two district offices, bringing to the job an expertise that only experience and specialization might develop. Further, time would permit a greater exchange of information and coordination with the Office of the Public Defender, the State Parole Board and the Office of the Attorney General. Their stature in the Bureau would hopefully be such that their review of cases might be a mechanism to critique supervision procedures and casework might be strengthened as a result of their critical review and commentary to the district parole supervisors.

The aforementioned Probable Cause Hearing Unit may well report to a Bureau legal advisor. As various elements of hearings and parole involvement become more complex, need for legal advice perhaps on an on call basis becomes more evident. It would not be inconceivable in some instances to have parole officers consult with a legal advisor on certain allegations of parole violations. In other matters the legal advisor might represent the Bureau at either the Probable Cause and/or the Final Revocation Hearings. As a liaison with the Office of the Attorney General, questions concerning a variety of issues might receive prompt resolution.

As the need grows to reduce individual caseloads so too a concomitant need exists to add additional offices in order to reduce the size of some of the Bureau's larger facilities. An immediate need is seen for an additional district office in Essex County where the total Bureau caseload has exceeded 3,000 and the caseload in District Office No. 2 is approaching 2,000. More complex field assignments demand lower caseloads and more parole officers which should logically translate to additional supervisors to handle the increased staff and duties assigned thereto. Ideally, district offices perhaps should not exceed over 1,000 cases and according to the accreditation standards, a supervisors span of control is ideally set at 6 which might be increased depending upon the experience of staff.

As the field units become involved in certain aspects of the supervision of those New Jersey cases who reside out of state and those who have completed maximum sentence (time portion) but who continue to owe revenue obligations, a need for a Central Office liaison between the Office of Interstate Services and field units is developing. A Bureau supervisor to whom processing and casework problems might be referred would assure uniform quality control over the decentralized monitoring process. Significant issues raised would be discussed by the personnel with the Office of Interstate Services and requisite policy decisions would be uniformly issued. Assuring timely followups from and to the field offices along with reviewing cases for appropriate status changes and transfers might well be built into the general responsibility of such a liaison.

By Legislative mandate, the Bureau entered into collection of penalties, fees, fines and restitutions assessed against prisoners committed to the custody of the Commissioner of the Department of Corrections. The present staffing of the Bureau's Revenue Unit has been shaped primarily from existing resources and does not have the capacity to efficiently perform the thousands of monthly transactions which would be required under full implementation of recent Legislation. Principal clerk bookkeepers are essential to any such collection endeavor along with other professional and clerical support. Further, as those carried on the Bureau's count for matters of revenue collection only continue to mount, means must be

developed for dealing with those who abscond, die, or for reasons which are apparent to field staff do not and will not have the means of amortizing the obligation.

The institutional parole officer function continues to grow. The Northern State Prison in Newark has opened and efforts are being directed toward full staffing of the institutional parole office there. Senior parole officers continue to service each major institution and their satellites. District office staff continues institutional parole office functions in each of the county facilities. There is a need for additional expansion in order to provide services to inmates housed in residential centers both adult and juvenile. These services are presently being provided by both institutions and field staff.

The Bureau continues to recognize its need for data entry operators. Their primary function might well be to enter required information into the system so that the revenue collection electronic files may be properly used and maintained. However, they would also be used for a variety of other computer terminal activities including the entries of parolee movements into the OBCIS as they occur. Other programs available to the district upon adequate staffing might include DMV lookups, JCH, NCIC/SPIC and teletype activities.

An increase in the staff of Volunteers in Parole Program would be of particular significance since the cases for which the Bureau has responsibility appear to be those with multifaceted problems. Appropriate volunteer matchups would allow a volunteer to work closely with a parole officer assuring daily contact, if required, for the purposes of monitoring certain aspects of parolee adjustment, compliance to special conditions, and assistance in such mundane things as transportation, literacy, and budgeting. Recruiting volunteers from a wide-range of backgrounds would provide a bank of resource persons who could assist whenever a parolee's emotional or physical needs require intensive intervention.

A full time Training Unit is essential to the professional growth of employees. New duties, new programs, changes in pertinent statutes and administrative code refinements have exposed staff to a variety of procedural changes which demand specific training if response is to be adequate. Further, recent implementation of Legislation restoring arrest authority to Parole staff and certain other community protection powers require specific training in a wide variety of additional fields. The Training Unit would carry the additional duty of evaluating recruitment and assessment techniques. Professional growth of the Bureau's almost 400 employees can no longer be assured by pressing line staff into the additional duties of attempting to keep colleagues conversant with law enforcement, legal and correctional state of the art.

The Bureau's residential facility, PROOF, is the only unit in the state which provides around the clock short term shelter for homeless parolees. Also, it assists parolees who are at a temporary loss to cope with personal and community situations. PROOF maintains an all hours hotline telephone service for parolees and relatives, law enforcement units, and the general public. Development of other PROOF facilities is essential if the needs of youngsters, women and geriatric cases are to be met. There is an ongoing need for a South Jersey PROOF so that those in need do not have to be transported across the state for shelter and counselling far from the area in which they will eventually have to make a stabilized community adjustment.



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

As the Bureau moves into experimentation with the Model Systems Approach to Supervision the need for a small Classification Unit develops. This unit might oversee the use of the measurement instruments, continually validate them and assure that workloads are maintained uniformly throughout the state as a result of their use. If adjustments are to be made in any of the attendant systems research done by this unit should provide the rationale. Another function may well be to maintain continuous contact with the reception unit's classification departments in order to ascertain maximum expiration dates for those cases released without that data particularly state cases released from county facilities.

## MAJOR UNITS

### Central Office

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

### District Offices (12)

District offices are strategically located in the areas of heaviest population concentration for particular catchment zones. Each office has a supervisor, his/her assistant, various field staff and their clerical support. From these offices come the activities attendant to the supervision of a daily average of some 15,000 parolees from New Jersey penal and correctional institutions and certain county jail cases, training schools and from out of state institution who reside in New Jersey while completing a parole obligation. Services are also provided to inmates released at expiration of their maximum sentence. District staff also complete all those field functions attendant to Departmental Furlough, Work-Study Release and Juvenile Home Visit Programs. Revenue payments by parolees are received and processed in the district offices.

Institutional Parole Program

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

Parole Resource Office and Orientation Facility (PROOF)

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

GOVERNOR'S 1988 BUDGET RECOMMENDATIONS

The following is an excerpt from the Governor's budget recommendations for Fiscal 1988. Section #7010 contains the recommended appropriations for the Office of Parole and Community Programs. Care must be taken to separate the various community programs other than the community residential center in Jersey City from the Bureau of Parole's budget. The other centers are not part of the Bureau and are, in fact, accountable to various other divisions.

Refer to page 7, following

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

APPROPRIATION DATA (amounts expressed in thousands)

Orig. & (S) Supplemental	Year Ending June 30, 1986			Total Available	Expended	PROGRAM CLASSIFICATIONS	Ref Key	Year Ending June 30, 1987		
	Reapp. & (R) Res	Transfers (E) Emergencies						Adjusted Approp	Requested	Recommended
8,418	52	727	9,197	9,178	Parole	08	9,796	10,485	10,486	
1,363	—	20	1,383	1,363	Community Programs	04	1,501	1,482	1,482	
9,781	52	747	10,580	10,541	Total Appropriation		11,297	11,968	11,968	
Distribution by Object:										
8,462	—	623	9,085	9,085	Personal Services—		9,971	9,953	9,953	
					Salaries and wages					
8,462	—	623	9,085	9,085	Total Personal Services		9,971(a)	9,953	9,953	
99	—	9	108	108	Materials and Supplies		99	99	99	
229	—	111	340	340	Services Other Than Personal		237	329	329	
463	—	13	476	476	Maintenance and Fixed Charges		492	494	494	
Special Purpose—										
75	—	86	161	160	Payments to inmates discharged from facilities	03	160	160	160	
95	—	—	—	—	Increased parole supervision	03	—	598	598	
51	—	—	48	48	Juvenile Resource Center, Camden	04	—	—	—	
171	—	—	138	138	Community Residence Center, Jersey City	04	51	51	51	
79	—	—	79	79	Community Service Center, Newark	04	171	171	171	
27	—	22	49	49	Community Service Center, Essex	04	79	79	79	
498	—	—	475	474	Cooperation awards	04	27	27	27	
10	52	14	76	53	Total Special Purpose		488	1,086	1,086	
					Additions, improvements and Equipment		10	7	7	
OTHER RELATED APPROPRIATIONS										
—	—	56	56	56	Federal Funds—					
					Parole	03	421	371	371	
—	—	56	56	56	Total Federal Funds		421	371	371	
All Other Funds										
—	(115 / 40 R)	—	155	3	Community Programs	04	—	—	—	
—	155	—	155	3	Total All Other Funds		—	—	—	
9,781	207	803	10,791	10,615	Grand Total		11,718	12,339	12,339	

(a) The 1987 appropriation has been adjusted for the allocation of the salary program.

## HIGHLIGHTS

The Bureau of Parole received its third consecutive accreditation award during the latter part of the fiscal year. The commission's auditors visited Bureau sites during the last week in February and found compliance to standards to be in excess of 94%. Central Office and four districts were audited, standards compliance documentation was reviewed and staff was interviewed. During May, the accreditation coordinator attended a determination meeting of the ACA in order to provide final responses to outstanding issues. Later the same day, the Bureau was awarded reaccreditation status. The agency has been in a continuous state of accreditation since it achieved its first award in 1981.

The Parole Act of 1979 was revised and during the latter part of May. The Bureau of Parole had restored to it some of those community protection powers which it had lost as a result of the enactment of the Parole Act of 1979. The revisions allow Parole staff to arrest parolees, in some limited circumstances, who are deemed to be in violation, restores to the Bureau its own warrant, and allows the detention of a parolee should he give cause to believe that he has committed a crime, is about to commit a crime or flee from supervision after committing a crime. As a result of the seven year hiatus in which Bureau staff had no such authority, the impact of the legislation on the Bureau might be far reaching. Efforts have begun to solve existing problems in implementation. The Bureau still may not have on its own to initiate the Revocation Process on those arrested, under circumstances giving prima facie evidence of their guilt. The Bureau has only the authority to notify the prosecutor who alone may initiate accelerated Revocation Hearings based on new charges. While awaiting the prosecutor's determination as to whether or not to move in this direction, the Bureau does have the authority to provide for up to thirteen days of preventative detention in situations of immediate emergency.

The Bureau has implemented a new system of case identification. The procedure establishes a means of identifying cases which are case susceptible to statute and Departmental designations. Traditionally, identification of cases had been made by prefixing the assigned number by an abbreviation of the state institution of confinement. Currently, however, many state commitments are housed in county facilities or are transferred several times between various state institutions during their confinement. County correctional cases have also been added to the Bureau's responsibility. The recently implemented system identifies New Jersey state cases by the commitment type and county cases by the appropriate designator. Out of state cases are identified by the abbreviation for the state from which the case is received. The new system is now used on all Bureau reports, statistical and narrative.

The Bureau expanded the number of sites from which financial aid can be issued to include several institutional parole offices which are located in the more remotely situated institutions. One account was established for the institutional parole offices at the Youth Correctional Institution at Annandale and the Correctional Institution for Women and another for the Southern State Correctional Facilities and the Leesburg State Prison complex. Primarily, use of these accounts is to provide for transportation needs for the parolees from the distant institution to the parole district office. Once the parolee reports, the routine review of his/her situation will determine the need for further assistance.

Effective December 1, 1986, the Office of Interstate Services was removed from the Bureau of Parole and the Division of Policy and Planning. It now lies within the authority of the Division of Adult Institutions. Subsequent to the transfer, efforts began to place those New Jersey cases resident out of state under the jurisdiction of the parole district offices. By reviewing field reports submitted by the supervising state and making the appropriate inquiry and followups, Parole staff can monitor routine parolee activity. Once issues of arrest, warrant filing, extradition and like activities transpire, the Office of Interstate Services assumes jurisdiction.

Bureau management and supervisors underwent two days of training in the NIC's Model Systems Approach to Parole Supervision. Subsequent to the December sessions, a Steering Committee was established in order to assure the necessary development of the four components of the system. Planning called for an ADHOC Committee to oversee the development of each phase. The committee's work in developing a Risk/Needs Assessment Instrument was the first effort undertaken. Other developments awaiting consideration is the development of a workload rather than a caseload concept based on time/motion surveys, client management classification or a written supervision plan, and a management information system which allows the appropriate monitoring of all components.

District Office No. 2 was relocated under emergency circumstances. During mid-March, the air handling system in its former location was proven defective in that it allowed for the growth of fungus within the leased space. Staff was evacuated and district activities were transferred to various locations including District Office No. 9 and Newark House. Coordinated efforts between Bureau of Parole, Department of Corrections and Department of Treasury personnel allowed for the district's relocation within three weeks.

Facsimile Document Transfer (FAX) equipment has been installed in the Bureau's Central Office, twelve district offices and PROCF. As a result, each unit can and does communicate hard copies of documents via telephone lines to any other equipment's location. A total of 38 Department of Corrections sites are networked and access is available to any other outside installation having compatible equipment. The use of the document transfer has reduced the amount of personnel time involved in delivering documents which are urgently needed. It has also provided a means of reducing personnel time spent in exchanging extensive information on the telephone and has provided for instantaneous hard copy communication when circumstances so require.

Bureau management met with representatives of the Office of Human Resources in preliminary conversations concerning the possibility of reclassification of the salary schedules for parole professionals. Management was advised that there was presently a moratorium on such reclassification but that the moratorium is scheduled to be lifted in November of 1987. Hence, in anticipation of such a lifting, Bureau management was encouraged to begin preparations for the necessary presentations to the Salary Adjustment Review Committee. Preliminary activities in this regard have been initiated delineating those activities and responsibilities which have been added to Bureau responsibilities subsequent to the last salary review. In management's efforts toward salary reclassification, an interesting comparison surfaced. Many county probation departments previously paying their officers less than parole officers are now paying more, considerably more in some instances.

Mr. Albert Elias died during the month of April. Mr. Elias was the former assistant commissioner of the divisions encompassing the Bureau of Parole. Originally the assistant commissioner of Juvenile and Community Programs at the time that the Department was first established, Mr. Elias and the Bureau of Parole both moved to the Division of Policy and Planning several years ago where he remained the assistant commissioner until his departure to teach at the John Jay School of Criminal Justice. Mr. Elias was instrumental in Departmental Accreditation efforts. He urged and guided the Bureau to its first accreditation award.

#### DEVELOPMENTS

During the year, all staff was required to be exposed to the Affirmative Action Awareness Presentation as authorized by the Governor's Office. The Bureau took advantage of several sessions held at both the Riverfront State Prison and the Correctional Institution for Women by assigning a number of staff members to each offering. In addition, Bureau trainers also presented the program on numerous occasions at the Central Office facilities so that all who were required to be trained could be trained.

Bureau management developed a warrant for the Bureau's use under revised statute. The Bureau's own warrant has again been authorized under the revisions to the Parole Act. In promulgating the instrument, it has been fashioned in such a way that it shall be used under circumstances of immediate emergency. The parole officer must have probable cause to believe that the parolee has committed a crime, is about to commit a crime, or is about to flee the jurisdiction subsequent to committing a crime. He must also determine from the parolee's history that he poses a danger to the public safety. The parole officer must also have documentary evidence to establish probable cause to justify the issuance of a warrant and the situation must be one that cannot await routine processing or the possible issuance of a Parole Board warrant. Parole staff must now choose from four different warrants each time an arrest is to be made or a suspect detained, depending on the circumstances surrounding his release and anticipated arrest.

As a result of district office participation, Bureau management has been provided with a copy of a preliminary report on research being conducted by Rutgers University on the Administrative Office of the Courts Intensive Supervision Program. One of the facets of the program being studied is the earnings of ISP participants compared to a control group of parolees with similar characteristics. In that one of the criteria for program participation is steady employment, it was not surprising to find that ISP participants earned more money during the period of investigation than did parolees. Several other aspects of the program are being researched and preliminary results of the findings are included in the document received. Researchers have advised that several drafts will be circulated prior to the final document.

For a second time, Parole Officer Benjamin Baugh, District Office No. 1 was selected by his peers as the Bureau's recipient of the Annual Merit Award. He was honored during May at a Departmental luncheon for all its awardees. In selecting Mr. Baugh, the committee recognized his contributions to the Bureau and its clientele over the years.

During March, statistics were prepared for the 1987 edition of the Corrections Yearbook. Data was requested and provided for Calendar Year 1986. During that time, the Bureau of Parole conducted 2,795 Probable

Cause Hearings. 2,124 parolees were returned to custody, 497 by new commitments and 1,627 as a result of technical violations. One of the more interesting statistics was drafted by dividing the average daily parole population into the Bureau's budget. Upon doing so, it was estimated that the average annual cost of maintaining a person on parole in New Jersey during 1986 was \$610, or \$1.67 per day. To maintain an inmate in a New Jersey Institution costs \$49 per day.

Bureau management met with the division representative and those of the Violent Crimes Compensation Board. The Bureau, through its Revenue Collection Program is a major source in the collecting of revenue for use by the VCCB in its programs. Recent Legislation mandates that a certain percentage of penalties collected from those committed after January 1986 be earmarked for use by the Victim and Witness Advocacy Fund. Further, other Legislation now allows for the deduction of a certain percentage of inmate wages to be applied toward court imposed revenue obligations. The Bureau has submitted a proposal for increased staffing of its revenue section in order to adequately cope with the increased responsibility. The proposal also includes the imposition of a surtax on the penalties to assist in setting off costs in collection.

Smoking regulations in compliance with state statutes were promulgated and distributed to all operating units. Essentially, it allows smoking in private working areas and shared areas where all occupants are agreeable. Smoking is prohibited in all other common or public areas.

Bureau management attended the swearing in ceremonies of Louis Nickolopoulos, the chairman of the State Parole Board succeeding Mr. Christopher Dietz. At the reception following the ceremony, introductions were exchanged in a brief encounter. Later, the first formal meeting between the chairman and his aides and Bureau management ensued. Emphasis was placed on separate but cooperative efforts working for the mutual benefit of both agencies and the parolee.

The Bureau completed its second full year of operating the Financial Aid Program. Essentially, the program allows district parole supervisors, upon a demonstration of need, to provide up to \$300 per year per parolee in financial assistance to meet emergent problems. The program supplanted both the Gate Money procedure which was administered by the institutional superintendents and the former Mini-Grant Program which was periodically funded for Bureau use. Approximately \$160,000 in grants were made over the past year. In addition, the Bureau continues to administer the Inmate Wage Program as it relates to those state inmates released from county facilities.

Bureau management has continually met with representatives of D.Y.F.S. and other interested parties over the course of the past fiscal year in order to make necessary adjustments and refinements to the Interagency Affiliation Agreement. In essence, the agreement demands that the Bureau of Parole track and report movements of known child abusers to the Division of Youth and Family Services who in turn must advise of any objections to particular living arrangements. Resolutions of operational problems are under constant review and meetings of appropriate parties occur when the need becomes apparent.

PERSONNEL

As of June 30, 1987, the total compliment of 396 staff members were distributed as follows:

Chief	1
Assistant Chiefs	2
Supervising Parole Officers	3
Project Director	1
District Parole Supervisor	13
Assistant District Parole Supervisor	13
Supervisor, PROOF	1
Senior Parole Officer	62
Senior Parole Officer (IPO)	16
Residential Parole Officer	7
Administrative Assistant	1
Project Specialist (Community Resource)	5
Parole Officer	162
Parole Officer (IPO)	1
Clerical	106
TOTAL	396

Supervising Parole Officer Susanne Pavelec was appointed by the commissioner to another three year term on the Special Classification Review Board at Avenel.

With the transfer of the Office of Interstate Services into the Division of Adult Institutions, titles indigenous to their function were transferred from the Bureau.

The Department of Personnel, formerly Civil Service, examined for Bureau professional positions of assistant district parole supervisor and supervising parole officer. As the year ended, professional appointees to the position of parole officer (trainee) and parole officer (bilingual) continue to await announcement of the test. The examination for the title of supervisor, residential parole facility was announced and applications accepted.

Supervising Parole Officer Erich Kraus was appointed as a member of the Rutgers University Continuing Education Committee.

The former DPS Bilanin retired effective February 1, 1987.

DPS Patterson was honored for his 30 years of service at the Departmental Service Awards Ceremony.

Two senior parole officer positions were created to serve as institutional parole officers at the Northern State Prison, Newark.

Senior Parole Officer Gloria Thornton, District Office No. 9 retired in December 1986.

As the fiscal year drew to a close, the Bureau was anticipating an additional 20 professional and 6 clerical positions which were to be included in the Fiscal 1988 state budget.

Catherine Thatcher, Senior Clerk Transcriber, Institutional Parole Office, Annandale, retired in May.



CASELOAD

As of June 30, 1987, a total of 15,807 cases were reported under the supervision of the Bureau of Parole by its various components. This represented a total increase of 463 cases during the course of the fiscal year. District caseloads as of June 30, 1987 were as follows:

DO #1 - 1,382	DO #8 - 977
DO #2 - 2,127	DO #9 - 1,438
DO #3 - 1,061	DO #10 - 771
DO #4 - 1,206	DO #11 - 981
DO #5 - 962	DO #12 - 1,358
DO #6 - 1,185	*OIS - 1,044
DO #7 - 1,315	

Bureau Total - 15,807

The out of state designation listed above refers to the total number of New Jersey cases residing in other jurisdictions and certain max cases residing out of state who have yet to fully amortize their revenue obligations. These cases are presently being absorbed into the district office counts. CCSF includes various inmates owing and amortizing revenue obligations, but does not appear as part of the Bureau count because they continue on the counts of various institutions.

Total Bureau caseload of 15,807 included 783 females under supervision in New Jersey.

DISCHARGE PRIOR TO EXPIRATION OF MAXIMUM

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

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

<u>Type of Commitment</u>	<u>Granted</u>	<u>Denied</u>	<u>Administrative Termination</u>	<u>Total</u>
Adult	69	0	0	69
Young Adult	29	0	0	29
Juvenile	12	0	0	12
Total	110	0	0	110

PROBABLE CAUSE HEARINGS

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

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

In order to comply with the Supreme Court Decision, the following tabulation of Probable Cause Hearings and Decisions was compiled in Fiscal 1987:

a. Hearing requested and hearing held	1197
b. Hearing waived and hearing held	261
c. No response from parolee and hearing held	565
d. Hearing waived and no hearing held	422
e. Probable Cause found and formal revocation hearing to follow	2506
f. Continuation of parole recommended although valid violations determined	267
g. Continuation on parole - no valid violations determined	25
h. Other	33
Total Hearing Scheduled (columns a+b+c+d)	2885
Probable Cause found and revocation hearing to follow	2506 88.4%

DISTRICT PAROLE SUPERVISOR'S DECISION

DC#	Authorization to Continue on Parole	*Continue on Bail
1	139	174
2	240	317
3	260	182
4	92	167
5	129	151
6	50	239
7	103	173
8	130	392
9	197	161
10	106	237
11	92	161
<u>12</u>	<u>169</u>	<u>357</u>
Totals	1706	2892

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

RATIO OF FIELD TO OFFICE TIME

The following chart indicates the hours and percentage of officer's time spent in the office as compared to the field in Fiscal 1987.

<u>Month/Year</u>	<u>Office</u>	<u>Field</u>	<u>Total</u>
July 1986	11,593	10,474	22,067
August	11,425.5	9,935.5	21,361
September	12,573.5	10,991	23,564.5
October	12,818.5	12,286	25,104.5
November	10,026.5	8,232	18,258.5
December	13,154.5	10,337	23,491.5
January 1987	12,405.5	9,747.5	22,153
February	12,452.5	9,546.5	22,001
March	14,497	12,290.5	26,787.5
April	13,671.5	11,390.5	25,062
May	13,290.5	10,702.5	23,993
June	<u>14,077</u>	<u>12,818.5</u>	<u>26,895.5</u>
Totals	151,975.5	128,753.5	280,729
Percent	54.1%	45.9%	100%

NEW JERSEY REHABILITATION COMMISSION PROJECT

As of June 30, 1987, the New Jersey Rehabilitation Commission indicated that it was servicing a total parole caseload in Newark of 80 cases of which 25 were on active status and 35 on referred status. Although, at one time, specialized rehabilitation caseload covered the entire Essex County, funding cutbacks reduced service to only the city of Newark.

NIGHT VISITS

- DO #1 - Staff made total of 733 contacts after normal working hours.
- DO #2 - Staff made total of 278 contacts after normal working hours.
- DO #3 - Staff made total of 199 contacts after normal working hours.
- DO #4 - Staff made total of 137 contacts after normal working hours.
- DO #5 - Staff made total of 93 contacts after normal working hours.
- DO #6 - Staff made total of 158 contacts after normal working hours.
- DO #7 - Staff made total of 345 contacts after normal working hours.
- DO #8 - Staff made total of 298 contacts after normal working hours.
- DO #9 - Staff made total of 125 contacts after normal working hours.
- DO #10 - Staff made total of 268 contacts after normal working hours.
- DO #11 - Staff made total of 43 contacts after normal working hours.
- DO #12 - Staff made total of 320 contacts after normal working hours.

Bureau staff made a grand total of 3,007 contacts after normal working hours.

CASEBOOK REVIEWS

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

During the year 334 reviews were completed, resulting in 17 (5.1%) unsatisfactory ratings. An unsatisfactory rating is to be followed by a 30 day period during which the opportunity will be provided to remedy the

deficiencies with the ultimate resolution of termination of employment if the deficiencies are not corrected.

#### JOB TRAINING AND PARTNERSHIP ACT

C.E.T.A.'s phaseout has been followed by the implementation of the Job Training Partnership Act. Throughout the fiscal year, 1,909 parolees were referred, accepted, or otherwise involved with the various agencies administering this program.

The program is administered in each county through the private industry counsel and some differences in program intensity may be evident. The Bureau is attempting to further clarify parolee involvement in a district by district, county by county comparison.

#### FURLOUGH/HOME VISIT/WORK/STUDY PROGRAM

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

**Adult Furloughs:** During Fiscal Year 1987, the Bureau of Parole received 2,145 requests for investigations of destinations proposed for escorted/unescorted furloughs from adult institutions. 1,441 investigations were completed. In addition, 12 district coordinators initiated 1,452 routine contacts with residences of furloughees or with law enforcement agencies as follow up investigatory efforts. The district offices and PROOF received 1,757 telephone calls from furloughees in fulfillment of the current "check-in" requirement. 124 no contacts were reported by the district office coordinators. When a furloughee makes no contact with the Bureau while on furlough, institutional authorities are notified. After conducting their investigation, necessary action is taken which may include disciplinary charges against the offender.

**Juvenile Home Visits:** During Fiscal Year 1987, the Bureau of Parole received 246 requests for investigations of destinations proposed for escorted and unescorted juvenile home visits. 235 were completed consisting of 222 approvals and 13 disapprovals. The district offices also initiated 285 contacts with home visit destinations or with law enforcement agencies subsequent to the initial investigation; and in combination with the staff of PROOF, received 483 "check-in" telephone calls from juveniles on home visits. There were 28 no contacts reported by the district coordinators. When a juvenile on a home visit makes no contact with the Bureau while on a home visit, institutional authorities are notified. After conducting their investigation, necessary action is taken which may include disciplinary charges against the offender.

All of the above activity in both the adults and the juvenile programs involved driving a total of 42,230 miles and spending a total of 5,855 hours on furlough/home visit related work. The following table provides a

distribution of the Fiscal 1987 furlough/home visit related investigatory efforts by district offices.:

<u>District Parole Office No.</u>	<u>Requested/Completed/Disapprove</u>		
1	140	136	9
2	312	182	21
3	167	169	22
4	214	184	34
5	172	181	4
6	294	114	11
7	274	249	25
8	146	137	22
9	190	188	1
10	153	147	32
11	88	79	5
12	205	214	27

Work/Study Release

During Fiscal Year 1987, the requests for investigations of pre-parole community release job sites and completion of these investigations remained relatively the same.

569 requests for investigations of job sites were received by the districts during the fiscal year. The completed investigations consisted of 392 approvals and 89 disapprovals. The reasons for disapproval might center around questions concerning the legitimacy of the firm, possible connection with organized crime, the character of some employees, and the general reputation of the employer. Other matters investigated include a verification of workman's compensation insurance, the job's description as put forth by the institutional authorities, and perhaps a police check on the potential employer. Hours expended for this work were 1,481. Also, 5,447 miles were driven in order to complete this work.

There were 52 requests for monitoring of work release sites from the contract halfway houses by the district offices.

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

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

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

INSTITUTIONAL PAROLE PROGRAM

Institutional Parole Offices located at the following institutions provide necessary services between the institution and field staff to affect a smooth re-entry into the community by some 3,900 parolees during the past calendar year. Other services not included in the statistics listed below have overtaxed the current staff members and a need for expansion in personnel in some offices is evident, as is the need for a unit to service county facilities and pre-release centers.

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

	<u>Pre-Parole Interviews</u>	<u>Inmate Requested Interviews</u>	<u>Released On Parole</u>	<u>Parole Classes</u>	<u>Orientation Classes</u>
TSP	954	432	244	85	47
RSP	843	860	384	232	42
MSCF	522	348	157	157	40
LSP	1189	633	403	119	
SSCF	1286	1068	301	351	26
RFSP	298	625	50	38	42
CIW	589	1597	242	188	
YROC	1139	536	491	173	49
YCIB	1157	389	323	159	48
YCIA	1553	1072	811	97	26
TSB/J	765	144	328	111	33
TSSX	454	18	124	64	16
Totals	10749	7723	3898	1784	371

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

	<u>Preparole Interviews</u>	<u>Parole Classes</u>	<u>Parole Releases</u>
DO #1	790	468	468
DO #2	730	581	576
DO #3	199	48	42
DO #4	656	338	340
DO #5	222	140	140
DO #6	738	527	527
DO #7	275	308	311
DO #8	653	413	414
DO #9	179	219	215
DO #10	594	292	271
DO #11	320	260	246
DO #12	750	615	615
Totals	6106	4149	4165

PAROLE ADVISORY COMMITTEE

The original Parole Advisory Committee was conceptualized and implemented in the early months of 1977. It was composed of representatives of every operating component in the Bureau and drew its participants from all levels

of staff. It was a forum of problem presentation and resolution. As other means of dealing with issues became available to staff, meetings were held less frequently.

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

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

### TEAM SUPERVISION

Team membership does not lessen a parole officer's individual caseload responsibilities. It does make his particular expertise - and that of other team members - available to the aggregate caseload. The caseload is comprised of service and hard-to-manage categories of parole supervision; no routine involvement of orientation cases. As of June 30, 1987, the districts reported the following team involvement:

- DO #1 - One team of seven officers, one team of five, one team of three.
- DO #2 - One team of two, four teams of five each.
- DO #3 - One team of six, one team of five, one team of four.
- DO #4 - One team of five.
- DO #5 - Two teams of four, one team of five.
- DO #6 - One team of seven, one team of six.
- DO #7 - Two teams of five, one team of six.
- DO #8 - One team of four.
- DO #9 - One team of five, one team of four, one team of three.
- DO #10 - One team of six, one team of five.
- DO #11 - Two teams of seven.
- DO #12 - Two teams of five, one team of four.

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

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

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

## PAROLEE EARNINGS (Calendar 1986)

During Calendar Year 1986, 16,892 parolees were under supervision and those employed earned \$61,128,616., an increase of \$9,248,716 over earnings for Calendar Year 1985.

Fifty percent (8476) of those under supervision during the year were classified as employed (worked all or part of the period under supervision, which period of supervision could be from one week to the full year) and thirty percent (5065) were unemployed throughout their entire period of supervision, although employable. The other twenty percent (3351) were classified as unemployable by reason of being missing, or in custody for the entire period of supervision during the year, or attending school, being engaged in homemaking, or being incapacitated.

Bureau staff continues to assist parolees in achieving employment. Not only do individual parole officers attempt to match parolees in suitable job situations but several of the district offices have community resource specialists whose primary responsibility is to develop job opportunities for parolee placement. In District Office Nos. 2, 7 and 5, a cooperative effort continues with the Joint Connection who screens parolees for placement in job situations that they have developed for the ex-offender.

## TRAINING

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

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

- B. In-Service Training: Training is held on a district office level usually at staff meetings where various concepts, procedures and agencies are introduced to staff. Bureau policy is reviewed at each district staff meeting when a portion of the Administrative Manual is read and discussed. Further, policy emanating at the managerial level is presented to staff at these forums. Finally, significant personnel from various community agencies with whom the district works directly are invited to the staff meetings to make presentations and answer staff questions.



C. Other Training Activities: District staff provided orientation to field services at least monthly, usually more frequently, to correction officers attending formal training at the academy.

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

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

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

A Civil Service course in Defensive Driving was attended by several staff that were so required.

Selected Bureau staff took advantage of a variety of courses on Alcohol Studies presented by both Rutgers University and Hunterdon County Counsel on Alcohol Studies.

Interested staff attended a variety of offerings developed and presented by the Administrative Office of the Courts. Included are presentations on self assessment techniques, A Sexual Abuse Workshop and an Introduction to Ethics for Alcohol Counsellors.

Some thirty officers attended the Annual NJACA Conference.

Interested staff attended the Department of Corrections Second Annual Social Workers Training Day.

Interested staff attended seminars on Basic Domestic Violence.

Certain professional staff opted to attend an offering at Rutgers University concerning the Rehabilitation of At-Risk Adult Offenders.

Selected staff participated in a presentation on Crack, Cocaine and Substance Abuse held at Rahway State Prison.

Affirmative Action Awareness presentations began during the past Fiscal Year were completed during the present Fiscal Year as each staff member so required was exposed to same.

Interested clerical staff attended a Time Management Course provided by the Administrative Office of the Courts. A variety of Civil Service presentations were also offered.

Specialty program officers attended a course entitled the Building of Self Esteem of Adolescents provided by Rutgers School of Social Work.

Interested staff attended a presentation on the Developmentally Disabled Parolee and Outmanipulating the Manipulator.

Interested Bureau staff elected to attend a three day child abuse seminar in Atlantic City.

Selected Bureau staff attended NIC Sponsored Training on a variety of subjects in Boulder, Colorado.

Two supervising parole officers attended the American Society for Public Administrators Symposium.

Affected Central Office staff attended the required training session for CJIS operators presented by the State Police.

Periodic training and meetings are held at the Central Office for the edification of the probable cause hearing officer. Occasionally, the sessions are held in conjunction with the district supervisors and at other times, our held with only the hearing officers participating.

#### REVENUE PROGRAM

Revenue collection by the Bureau of Parole is authorized by 1981 Statute resultant from former Assembly Bills 3093 and 3648. The Bureau's involvement in revenue collection is in the following three areas:

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

Restitution - in addition to penalty or penalties and/or fines, the court may award crime victims financial restitution for losses suffered. The State Parole Board may require that the parolee make full or partial restitution, the amount of which is set by the sentencing court upon request of the Board. Restitution has second priority in that a penalty assessment must be paid in full before any payment is made for restitution, and restitution payments must be paid in full before any payment is made for a fine assessment.

Fine - in addition to penalty or penalties and/or restitution, the court may impose a fine as partial punishment upon conviction of a criminal act. Fines collected are deposited to the Anticipated Revenue Account of the Administrative Office of the Courts. Fines, having the third priority, are the last balances to be paid off when the parolee is obligated to make penalty and/or restitution payments in addition to fine payments.

Recent enactment of Chapter 20:35-1.1 et al. known as the Comprehensive Drug Reform Act, has mandated two additional court imposed obligations. Bureau staff will soon enter into the collection of Mandatory Drug Enforcement and Demand Reduction Penalties and Forensic Laboratory Fees as second and third priorities. Restitutions and fines will be given the lower fourth and fifth considerations.

Fiscal Year 1987 was marked by the Bureau collecting the highest single year amount in its seven year history of collections. Bureau collected \$470,378.38 for the year. This is a 10% increase over last year. This accounts for a 24% increase in its seven year total, which is now

\$1,984,736.98. The accounts receivable increased by \$581,065.98, a 7 % increase over last year. The current recorded accounts receivable is \$8,720,758.58. Noted, a large portion of inmate debt is unrecorded, due to manpower deficiencies and manual processing techniques.

Central Office revenue operations made gains over last year. In Fiscal 1987, Central Office increased collections over last year by \$48,021.81, a 29% increase. Total collection for the year was \$154,978.58, 28% of the total collected by the Bureau.

Over the past seven years, the Central Office Revenue Section collected 28% of the money collected by the Bureau, and performed 20% of all of the bookkeeping activity for the Bureau.

Also the clerical operation continued to process all parole certificates for state prisoners in order to account for debt accuracy and provide quality control for the system. During 1987, the unit processed 4,590 parole certificates.

Of note is the change from previously formalized policy regarding the handling of delinquent revenue cases who are residing out of state. The Central Office Revenue Unit has had full responsibility for tracking the cases from the onset of their release, collecting from them, identifying delinquencies, finding probable cause in those matters of delinquency in payment and referring the cases to the Board for their action. In those instances where the offenders have reached the maximum time portion of their sentence, delinquency in payment continues to be referred to the Office of the Attorney General for their review and followup. However, as the fiscal year drew to a close, implementation of a new policy had begun. All New Jersey cases residing out of state are being transferred to the district office for monitoring and case administration.

Fiscal Year 1985

	PENALTY	REST	FINE	TOTAL
DO1	\$13,687.20	\$4,056.68	\$7,565.00	\$25,308.88
DO2	\$12,496.80	\$2,023.10	\$36,780.00	\$51,299.90
DO3	\$14,049.00	\$4,612.79	\$3,635.00	\$22,296.79
DO4	\$9,485.00	\$925.00	\$15,790.00	\$26,200.00
DO5	\$14,156.60	\$5,481.48	\$7,831.00	\$27,469.08
DO6	\$7,906.50	\$2,850.70	\$10,156.00	\$20,913.20
DO7	\$10,424.00	\$1,146.65	\$4,433.10	\$16,003.75
DO8	\$17,557.37	\$4,540.50	\$6,650.00	\$28,747.87
DO9	\$7,161.50	\$230.00	\$5,408.00	\$12,799.50
DO10	\$3,418.00	\$565.00	\$2,389.00	\$6,372.00
DO11	\$1,140.00	\$847.00	\$905.00	\$2,892.00
DO12	\$0.00	\$0.00	\$0.00	\$0.00
CO	\$66,780.54	\$8,546.10	\$17,119.80	\$92,446.44
BUREAU	\$178,262.51	\$35,825.00	\$118,661.90	\$332,749.41

Fiscal Year 1986

	PENALTY	REST	FINE	TOTAL
DO1	\$14,235.50	\$5,685.50	\$27,014.00	\$46,935.00
DO2	\$14,018.13	\$1,539.41	\$49,499.00	\$65,056.54
DO3	\$9,669.06	\$3,378.00	\$2,875.00	\$15,922.06
DO4	\$9,226.00	\$1,045.00	\$7,928.00	\$18,199.00
DO5	\$12,720.02	\$6,028.37	\$12,255.00	\$31,003.39
DO6	\$5,472.63	\$4,626.00	\$11,525.00	\$21,623.63
DO7	\$9,670.00	\$2,688.17	\$2,926.00	\$15,284.17
DO8	\$14,685.10	\$4,262.52	\$5,124.00	\$24,071.62
DO9	\$8,683.00	\$175.00	\$2,130.00	\$10,988.00
DO10	\$14,470.85	\$3,084.04	\$4,920.00	\$22,474.89
DO11	\$15,266.00	\$3,863.67	\$3,255.00	\$22,384.67
DO12	\$15,137.00	\$4,390.00	\$505,088.00	\$524,615.00
CO	\$66,720.68	\$3,650.39	\$36,585.69	\$106,956.76
BUREAU	\$209,973.97	\$44,416.57	\$171,224.69	\$425,615.23

Fiscal Year 1987

	PENALTY	REST	FINE	TOTAL
DO1	\$17,159.00	\$6,202.42	\$11,894.98	\$35,256.40
DO2	\$14,463.40	\$4,982.00	\$7,849.00	\$27,294.40
DO3	\$10,062.50	\$1,800.00	\$8,671.00	\$20,533.50
DO4	\$8,532.00	\$710.00	\$9,261.85	\$18,503.85
DO5	\$22,066.25	\$9,162.00	\$15,487.00	\$46,715.25
DO6	\$8,874.79	\$4,022.35	\$2,086.00	\$14,983.14
DO7	\$13,819.65	\$3,232.50	\$7,055.00	\$24,107.15
DO8	\$16,059.45	\$6,749.26	\$5,601.00	\$28,409.71
DO9	\$10,555.50	\$318.00	\$1,936.00	\$12,809.50
DO10	\$14,260.98	\$2,562.00	\$3,150.00	\$19,972.98
DO11	\$20,431.00	\$9,060.74	\$8,959.60	\$38,451.34
DO12	\$16,387.05	\$5,205.54	\$6,770.00	\$28,362.59
CO	\$95,149.00	\$32,143.57	\$27,686.00	\$154,978.57
BUREAU	\$267,820.57	\$86,150.38	\$116,407.43	\$470,378.38

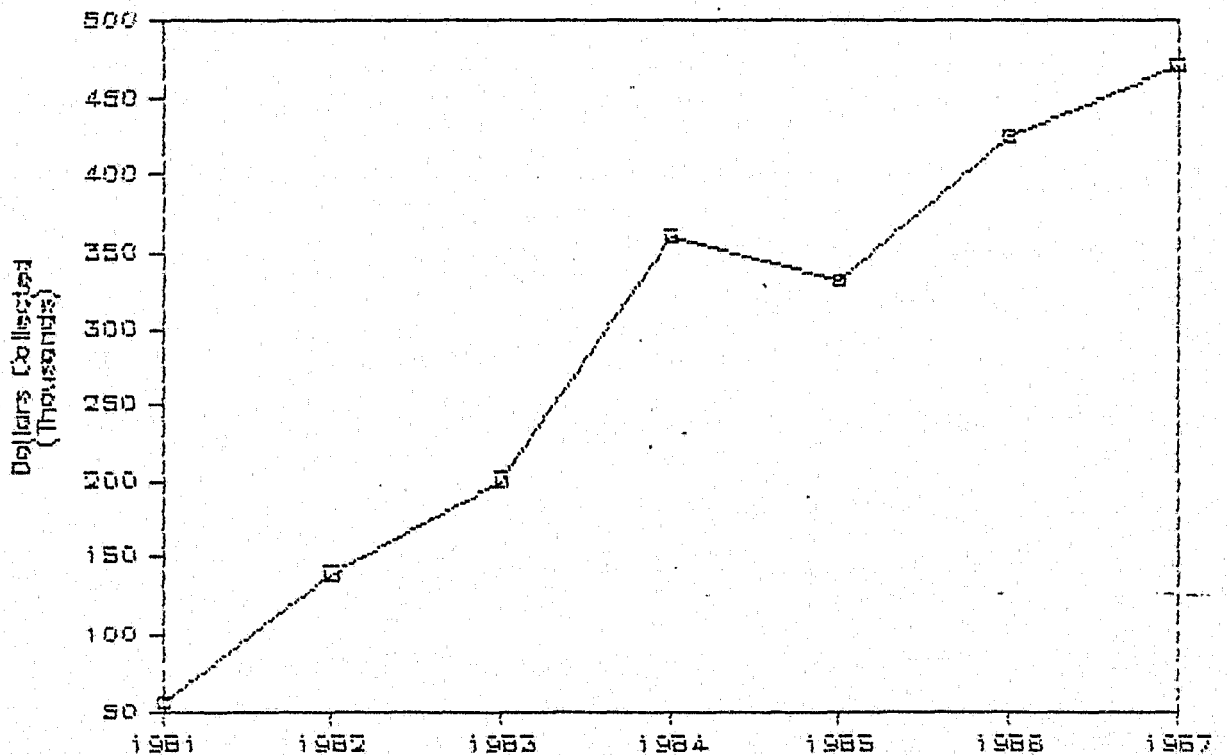
Seven Year Total

	PENALTY	REST	FINE	TOTAL
DO1	\$69,195.20	\$20,815.61	\$69,893.98	\$159,904.79
DO2	\$57,240.53	\$9,468.51	\$134,781.75	\$201,490.79
DO3	\$64,119.52	\$16,561.35	\$56,226.30	\$136,907.17
DO4	\$42,524.50	\$3,420.00	\$102,950.83	\$148,895.33
DO5	\$72,134.42	\$23,704.85	\$56,606.00	\$152,445.27
DO6	\$40,587.42	\$15,046.02	\$52,476.67	\$108,110.11
DO7	\$55,261.15	\$9,600.98	\$26,568.10	\$91,430.23
DO8	\$85,481.04	\$24,766.26	\$96,438.00	\$206,685.30
DO9	\$35,753.70	\$723.00	\$20,674.00	\$57,150.70
DO10	\$32,149.83	\$6,211.04	\$10,459.00	\$48,819.87
DO11	\$36,837.00	\$13,771.41	\$13,119.60	\$63,728.01
DO12	\$31,524.05	\$9,595.54	\$11,858.00	\$52,977.59
CO	\$316,570.62	\$48,901.97	\$556,462.08	\$921,934.67
BUREAU	\$939,108.98	\$202,486.28	\$643,041.72	\$1,984,636.98

Bureau Totals From Years Past

1984	\$360,478.95
1983	\$200,472.48
1982	\$139,253.03
1981	\$56,059.50

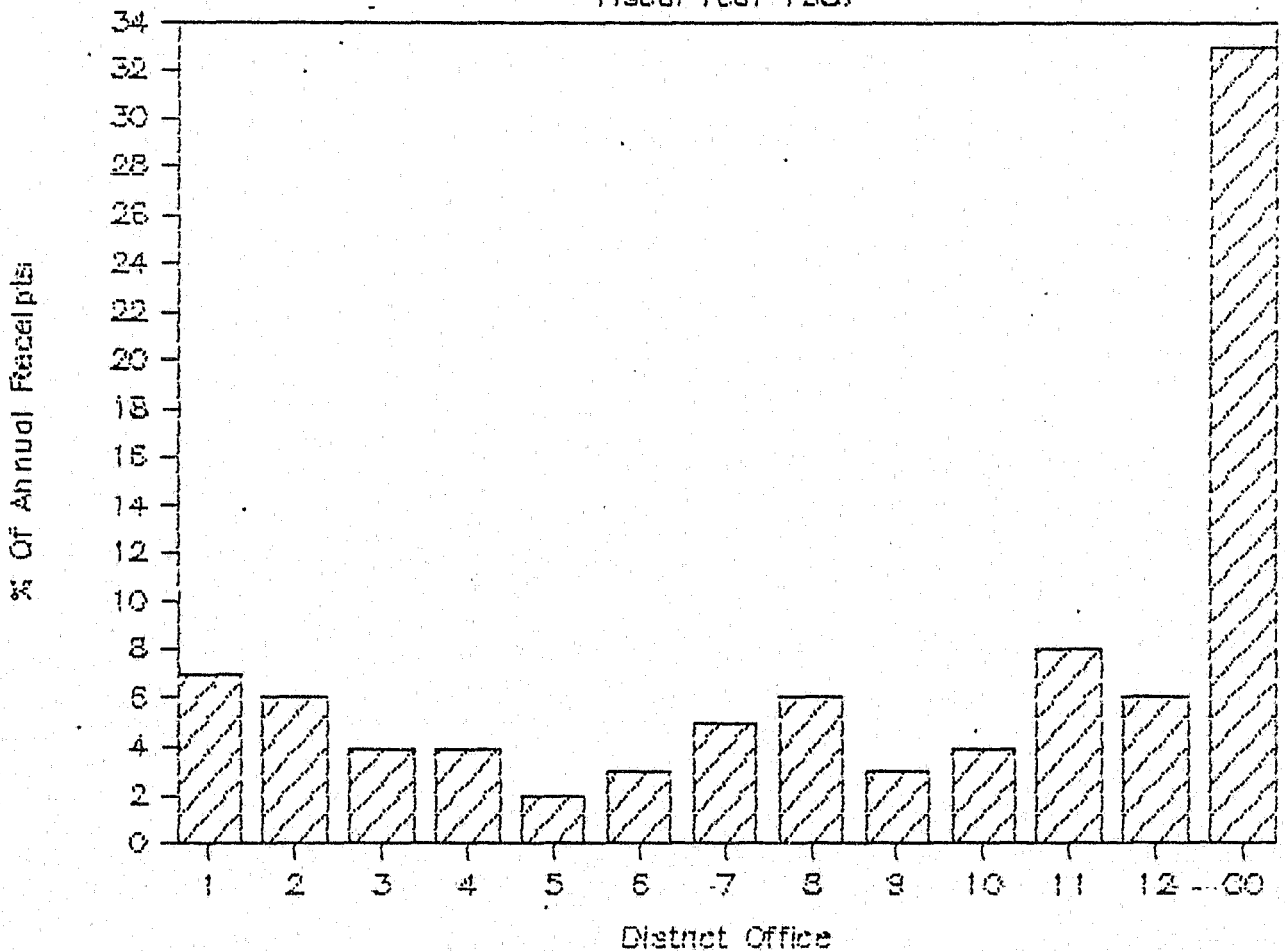
Monies Collected By Bureau Of Parole



Percentage Of Annual Receipts Collected By Each District Office And District's Monthly Average Fiscal Year 1987

District Office	% Of Annual Receipts	Monthly Average
1	7	\$2,938.03
2	6	\$2,252.03
3	4	\$1,711.13
4	4	\$1,541.99
5	2	\$659.60
6	3	\$1,206.01
7	5	\$2,008.93
8	6	\$2,367.48
9	3	\$1,067.48
10	4	\$1,664.42
11	8	\$3,204.28
12	6	\$2,363.55
CO	33	\$12,914.89

Percentage Of Annual Receipts Fiscal Year 1987



Bookkeeping Activity For Each District Office  
According To The Number Of Journal Pages Processed  
June 1987

D. O.	'81	'82	'83	'84	'85	'86	'87	TOTAL
1	8	22	54	75	97	67	55	378
2	10	20	40	70	85	88	79	392
3	9	28	34	54	51	37	33	246
4	10	20	33	53	49	58	52	275
5	11	21	41	73	80	66	74	358
6	11	18	37	43	37	40	46	232
7	10	18	42	56	58	56	66	306
8	11	24	54	81	72	55	57	354
9	7	15	21	50	48	62	52	255
10	0	0	0	0	25	50	47	121
11	0	0	0	0	22	50	59	131
12	0	0	0	0	0	88	58	146
CO	74	20	122	109	164	168	226	883
TOT	161	206	478	664	788	884	904	3,977

## JUVENILE AFTERCARE PROGRAM

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

During the past fiscal year, all individuals referred to the program were accepted by the program. Approximately, 210 inmates/parolees, were serviced. Preliminary statistical findings indicate the following:

- 9% of the total caseload were returned as parole violators;
- 6% were returned as new commitments; and
- Average length of time in the program is 10 months.

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

In general, program goals and objectives are being met. It is anticipated that a final program evaluation study will examine the relationship between traditionally supervised parolees and parolees assigned to the Juvenile Aftercare Program.

Program Criteria: In order to be eligible for program placement, an individual must be eligible for parole or already on parole. Additionally, there must be justification for assignment to the program based upon a need for a comprehensive and coordinated treatment plan, intensive parole supervision and close monitoring of behavior once released to parole.

Project Activities: Originally, the program was implemented in Somerset, Mercer, Middlesex, Hudson and Essex Counties. During the year, the J.A.P. was expanded to service Burlington County and Paterson. The specialist assigned to District Office No. 9 supervises all program stipulated parolees residing in the City of Newark.

Letters of program endorsement were received from all county Youth Service Commissions which are serviced by the J.A.P. Specialists are active participants at monthly meetings of each county J.A.P.

The specialist servicing the Paterson area is not funded by the SLEPA grant. A request for continuation of funding was made to SLEPA. All SLEPA conditions have been satisfied. Continuation of funding for the next grant period has been approved.



Training: Staff received training in the following areas:

1. Client management classification
2. Objective Based Case Planning
3. Counselling the Hard-to-Manage
4. Counselling the Adolescent

In addition to the formal training noted above, informal training occurred in the context of monthly staff meetings.

All funds for training were provided by the Department of Corrections Grants Coordinator. No SLEPA funds were utilized for training purposes.

#### INTENSIVE SURVEILLANCE/SUPERVISION PROGRAM

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

Parole officers assigned to the ISSP vary their work schedules in order to meet caseload demands. It has not been uncommon for staff to work before or after normal work hours, on weekends and on holidays. Parolees are held to a high standard of accountability. In order to provide the highest level of community protection, parolee compliance with program rules and conditions of parole are vigorously monitored. It is a goal of the ISSP to provide a parole release mechanism for difficult cases which does not jeopardize the public safety. Inasmuch as only 5% of the total caseload (N=239) have been convicted of new criminal charges and 23% have been returned to institutions as program violators the ISSP is meeting this important goal. These "rate of return" statistics are particularly significant given the fact that inmates paroled to the ISSP by program criteria present multiple physical, emotional and substance abuse problems as well as lengthy criminal histories. Additionally, 51% of the cases released to the ISSP have been released as placements (i.e. were in need of shelter, food and clothing immediately upon release). 15% of the caseload is required to take prescribed psychotropic medication, indicating that a significant number of cases released to the ISSP are in need of comprehensive mental health services and monitoring.

Given the aforementioned caseload profile, it might have been expected that the ISSP could not meet its goals and objectives. The reality is that the program has met its goals and objectives. The ISSP provides relief to prison overcrowding as an alternative to continued incarceration for those inmates who could safely be paroled provided that they were under very intensive supervision. As alternative to continued incarceration upon parole eligibility, the ISSP is one of a few programs nationwide to address the overcrowding issue from the back end of the criminal justice process. Most Intensive Supervision Programs address overcrowding through the system's front end by providing a sentencing alternative.

Unlike most Intensive Supervision Programs, the ISSP provides services to the type of inmate who are in the most need. The profiles of the typical inmate placed in other Intensive Supervision Programs indicate a type of client most likely to succeed under community supervision. There is

clearly a need for front and back end Intensive Supervision Programs in order to provide the most effective alternatives to incarceration while at the same time not undermining the community protection responsibility of community supervision.

Project Implementation: Certain objectives need to be addressed for such an intense, accelerated program, to be successful.

- a. Interdepartmental communication linkages and referral procedures.
- b. Standardization of operational procedures for staff.
- c. Intensification of parole monitoring conditions.
- d. Expansion of financial reimbursement from Grantor to Bureau.
- e. Standardization of termination and discharge procedures.

Implementation of these objectives has been accomplished through the successful use of:

- A. 1. Establishing a liaison between the State Parole Board and the Bureau.
- B. 1. Developing an ISSP handbook for all IPO's, SPP staff and inmates pending release to the program.
  2. Develop job specifications (performance standards) for staff.
  3. Developed procedures for use of flex time.
  4. Developed procedure for referral of case to the ISSP.
  5. Developed a policy manual to ensure uniform implementation statewide.
  6. Developed procedure to inform staff atleast two weeks in advance of a pending release to the program. This enables staff to develop better treatment plans to better service the clients released to the program.
- C. 1. Established three special conditions of parole that would be universal on all ISSP cases.
- D. 1. Developed a procedure whereby financial aid expenditures can be reimbursed to the Bureau from the grant.
- E. 1. Developed a procedure whereby clients can be discharged from the program.

Project Activities: The project director visits district offices on a regular basis. Monitoring of program implementation and resolution of implementation problems are the focus of these visits. The collection of data on each case assigned to the ISSP is ongoing. To date, approximately 90% of all cases have been audited. Staff meetings are held monthly so that staff can share ideas and discuss as a group different strategies in dealing with this difficult population.

Training: ISSP staff have been provided with extensive training over the past year.

Prior to program start up, staff received three days of training. The training centered around employee performance standards, frames of reference of staff, and managing an intensive supervision caseload.

Staff was subsequently trained in the following areas:

1. Use of Alco-scan test strips.
2. Client Management Classification (CMC) and objective based case planning.

3. Staff attended a two day seminar at Rutgers University entitled "Outmanipulating the Manipulator".
4. Three staff members attended a seminar entitled "Building the Self-Esteem of Adolescents".

Comments: To date, 239 cases have been placed into the program; 183 by the State Parole Board, 50 by the District Parole Supervisors and 5 through the Probable Cause Hearing Revocation Process. 51% of those cases released by the State Parole Board have been placements. 51% of employable clients are presently employed. 15% take prescribed psychotropic medication. 13% of the cases have been program violators. However, only 5% have been arrested and/or convicted of new criminal charges. These findings seem to indicate that the ISSP has been successful in achieving its goals and objectives.

## PAROLE RESOURCE OFFICE AND ORIENTATION FACILITY

### I. STATEMENT OF PURPOSE

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

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

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

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

PROOF also maintains a complete mirror file of all Bureau issued NCIC-SCIC Wanted Person Notices. Through PROOF, the Bureau of Parole is therefore capable of providing nearly instant confirmation of "hits" on a 24 hour, seven day a week basis. This capability is vital to the Bureau's participation in the NCIC-SCIC information network.

Its 365 day per year operation also enables PROOF to function as a vital link in the institution furlough program. All furloughees are required to notify the district parole office upon arrival at their destination. Many furloughees arrive at their destination after normal business hours or their furlough commences on a weekend when district offices are closed. They call into PROOF in compliance with the regulations of the furlough program.

## II. STATISTICAL INFORMATION

### A. History

PROOF was opened late in 1969 and admitted its first resident on December 2nd of that year. Seventeen and one half years later, on June 29, 1987, the 2,483rd resident was admitted.

### B. Utilization Rate

From July 1, 1986 to June 30, 1987, there were a total of 5475 resident days available. (15 beds x 365 days). Of this total, 4839 days were utilized. The Average Daily Population was 13.3 residents for an operating average 88.4% utilization rate. For the same period last year the facility operated at 78% of capacity with an Average Daily Population of 11.8 residents.

### C. Admissions

On 6/30/86 there were nine parolees in residence at PROOF. In Fiscal 1987, there were one hundred seventy four (174) admissions to PROOF. The nine parolees in residence on 6/30/86 plus the 174 admissions made a total of 183 residents serviced during the year.

### D. Terminations

During the year, there were one hundred seventy four (174) terminations of residency leaving nine (9) parolees in residence as of 6/30/87. The 174 terminated residents spent a total of 4748 days in the residence for an average length of stay of 27.3 days.

### E. Referrals

We received 295 referrals during the year which resulted in the above noted 174 admissions. The breakdown of admissions according to referring district office and commitment status parole is shown on the Table at the end of this section.

## III. CASEWORK

A. One of the major goals of the program is to assist residents in developing self-sufficiency so that they can maintain themselves in the community. For most residents this means obtaining full time employment. To this end, we have employed the services of various community resources such as New Jersey State Employment Services, New Jersey Rehabilitation Commission, CET, U.S. Armed Forces, Newark Services Agency, and Job Bank. Almost all residents are usually successful in obtaining temporary employment on a daily basis through private agencies such as Personnel Source, Ulsten's, Starbell, Staff Builders and Manpower.

Staff also works to the best of its ability in developing direct employment referrals for the residents. At the time of their termination, one hundred twelve (112) or 64% of the residents were employed.

B. Many of the residents have taken advantage of the education and training programs in the area. Some have continued their education in General Equivalency Diploma programs and at Jersey City State College and at Hudson County Community College. Others have gained occupational training through OET programs.

C. Most residents upon entering the facility are in a state of financial poverty. Often they arrive with only the clothing on their backs and no money in their pockets. There is thus an immediate need for clothing, toiletry items and cash for transportation and other minor expenses. To assist them we have utilized the resources of the Jersey City Municipal Welfare Department, Health Services funds from Central Office, and the Bureau's Financial Aid Program.

During the year, we were able to provide financial assistance totalling \$755. A total of 154 grants were made, mostly for transportation expenses, clothing, and medical prescriptions. The average grant was for \$5.

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

Restorative dental care and other health services have also been provided through New Jersey Rehabilitation Commission. New Eyes for the Needy have provided several residents with prescription eyeglasses. Community Mental Health Center has been used for the mental health care of the residents.

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

F. Attendance at weekly house meetings is required of all residents. Under the direction of RPO Serge Gremmo, the groups enter into free wheeling, open ended discussion of a wide range of topics. Meetings are not considered therapy, nor just bull sessions, but deal with the practical problems facing residents such as employment, sexual relationships, group living etc. The rate of unexcused absences is low and resident interest and participation is quite good.

#### IV. HOTLINE AND FURLOUGH REPORTING SERVICE

A. The Hotline was established at PROOF on October 1, 1974. All parolees upon their release, as well as most police agencies are informed of our number. Over the past year, we received a total of five hundred eighty (580) calls, which represented an average of 48 calls per month. Since the start of the hotline service, we have received a total of 4,687 calls.

Effective 1/28/82, a "mirror file" of all NCIC-SCIC Wanted Person Notices issued by the Bureau was established at PROOF. This file has enabled the Bureau, through PROOF, to provide 24 hour confirmation of "wants" in response to NCIC "hits" with a "turn around time of 10 minutes or less." This capability is mandated as a National Policy for all users of NCIC. This year we have responded to a total of 169 NCIC inquiries.

B. During the year, we received 1474 furlough calls, averaging 123 furlough calls per month. All calls are recorded and are held for verification by the district furlough coordinator.

ADMISSIONS BY COMMITMENT STATUS AND DISTRICT OFFICE

DO #	TSB		NJSP		Out Of State	County Jail	Total
	JMSF	Juvenile	YCIB	Midstate			
1			2	4		1	7
2	1		11	14		2	28
3	2		5	7	1		15
4			20	29	1	2	52
5	2		5	6		2	15
6			1	1			2
7				2			2
8				3			3
9			12	14		2	28
10	2						2
11			4	7	1		12
12	1		2	5			8
TOTAL	8		62	92	3	9	174

SPECIAL PROJECTS

Federal funding continues to provide for a special program for juveniles in selected counties. During the course of the year, an additional position was assigned to the program thereby allowing expansion of the program in Passaic County. Further, through efforts of the staff handling Mercer County, Burlington County was absorbed into the program. At the present time, Essex, Hudson, Middlesex and Somerset Counties are also included in this Intensive Supervision Program for Juveniles where the officers involved handle no more than 20 cases a piece in order to provide service by networking required community resources.

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

Limited funding was received for training and consultants fees in order to allow the Bureau to attempt to implement the NIC Model Systems Approach to Supervision. Several days of supervisors training in the systems approach has been followed by the development of committees whose task it is to

develop implementation procedures for each of the four phases of the system.

The Bureau continues to interface with staff assigned to the Parolee Employment Assistance Project of the Joint Connection. Client referrals for job placement are made by staff of Parole District Office Nos. 2, 7, and 9. The Parolee Employment Assistance Project is responsible for applicant screening, testing, job development and placement.

The Bureau continues participation in the Turrell Funds Scholarship Program. Field units submit applications on behalf of qualifying parolees who wish to be considered for a scholarship to the college of their choice. This long standing cooperative effort has led to the education of several individuals who might not have otherwise been afforded the opportunity.

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

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

#### OFFICE OF INTERSTATE SERVICES

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

#### VOLUNTEERS IN PAROLE PROGRAM

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

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

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

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

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

The chart on the following page is a statistical breakdown of the program.

SCATTER AND TYPES OF VOLUNTEERS

1986 - 1987

Districts	A	B	C	D	E	TOTAL
1. Clifton	0	0	0	0	0	0
2. East Orange	5	0	0	0	1	6
3. Red Bank	0	0	0	0	0	0
4. Jersey City	0	1	0	0	0	1
5. Elizabeth	1	1	0	0	0	2
6. Trenton	2	0	0	0	0	2
7. Camden	0	0	0	0	0	0
8. Atlantic City	1	0	0	0	0	1
9. Newark	0	0	0	0	1	1
10. Vineland	0	0	0	0	0	0
11. New Brunswick	0	0	0	0	0	0
12. Paterson	0	0	0	0	0	0
TOTAL	9	2	0	0	2	13

Legend:

- A - Casework Aide
- B - Parole Officer Aide
- C - Professional Aide
- D - Administrative Aide
- E - Student Intern



## NCIC/SCIC OPERATIONS

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

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

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

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

The yearly computer activity was as follows:

Entries	883
Supplementals	528
Modifications	39
Inquiries	553
Cancellations	806
Criminal Histories	10375
Hits Processed	452

## PUBLIC RELATIONS

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

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

- Monmouth County Juvenile Conference Committee
- Hudson County Youth Services Commission
- Union County Municipal Investigators Association
- Association for the Advancement of the Mentally Disabled
- Delaware Valley Detectives Association
- Tri-State Investigators Association
- Camden County Detectives Association
- Criminal Justice Committee of the Presbytery of the Palisades
- New Jersey Volunteers in Courts and Corrections
- Newark Juvenile Conference Committee
- Salvation Army

Self-Help and Resource Exchange (SHARE)  
Saint Mary's Womens Shelter  
North Hudson Community Action Corporation  
St. Elizabeth's Hospital  
Memorial General Hospital  
Greater Trenton Community Health Center  
New Jersey Association on Corrections  
New Jersey Criminal Justice Network  
Northern New Jersey Business Exposition and Conference  
Essex County Detectives Association  
New Jersey Robbery Investigators Association  
The American Society of Criminology  
The Mt. Caramel Guild  
Union County College  
Urban League of Trenton  
Red Bank Juvenile Conference Committee  
Juvenile Services Commission of Somerset County  
Juvenile Services Commission of Middlesex County  
Mental Health Association of Passaic County  
Teen Challenge  
Association of Retarded Citizens of New Jersey  
Paterson Police Department Training Academy  
Newark Rotary International  
Hunterdon Drug Awareness Program  
St. Joan of Arc School, Camden  
Burlington County Youth Services Commission  
International Youth Organization  
The American Red Cross  
Trenton Police Athletic League  
Hudson County Urban League  
Kean College  
Princeton's Witherspoon School  
American Probation and Parole Association  
Fairlawn Mental Health Clinic  
Cranford Jaycees  
Burlington County Detectives Association

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

Bureau management attended the swearing in ceremony for Mr. Louis Nickolopoulos as the Chairman of the State Parole Board succeeding Mr. Christopher Dietz. A reception followed the ceremony.

The Central Jersey Home News published a series of articles and follow ups on the Parole System in New Jersey.

Central Office DPS Paporozzi was appointed chairman of the Release Task Group of the New Jersey Criminal Justice Network.

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

District Office No. 2's DPS Joyce continues to serve on the International Youth Organization's Board of Directors.

District Office No. 2's P.O. Hackley was appointed to a three year term on the Newark Juvenile Conference Committee.

District Office No. 2's P.O. Hackley is also a member of the Board of Directors of SHARE (Self-Help and Resource Exchange).

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

District Office No. 4's Sr. P.O. Halpin was elected to the Board of Trustees in the Volunteers in Courts and Corrections.

District Office No. 5's Sr. P.O. Jordan was elected as President of the Cranford Jaycees.

District Office No. 6's Sr. P.O. Swayser is the Treasurer of the Delaware Valley Detectives Association.

District Office No. 6's P.O. Tienken continues as a member of the Board of Directors of the New Jersey Volunteers in Courts and Corrections.

District Office No. 7's P.O. Sarsen participated in therapy for a Collingswood Police Officer Wayne Brown who suffered a brain aneurysm.

District Office No. 9's DPS Patterson is a member of the Board of Trustees of the New Jersey Association on Corrections.

District Office No. 9's DPS Patterson has also been chosen to serve as chairperson of the Affirmative Action Committee and is a member of the Personnel Nominations Committee of the New Jersey Association on Corrections.

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

District Office No. 12's Sr. P.O. Couillard was elected to the Board of Trustees of the Mental Health Association of Passaic County.

District Office No. 12's P.O. Chapman was elected to the Board of Directors of the Mental Health Association of Passaic County.

#### NOTE

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

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

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

#### CASELOADS (See Table I)

On June 30, 1987, the Bureau of Parole was responsible for the supervision of 14,763 cases in New Jersey and 1,044 cases residing out of state, for a grand total of 15,807. During the fiscal year, 22,947 cases were actively supervised by the Bureau in New Jersey while it continued to handle cases released at their maximum expiration date, referrals from other components of the criminal justice system, and various investigative responsibilities.

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

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

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

Returns to institutions by new commitments and technical violations during the 1986-1987 fiscal year totalled 8.9 percent of the Bureau's entire caseload. The court commitment/recommitment equalled 2.2 percent while the technical violations rate equalled 6.7 percent of the total rate cited above. These figures represent a .2 percent increase in commitment/recommitments over the prior fiscal year and an increase of .5 percent in technical violation rate. The overall rate drifted upward from 8.2 percent in Fiscal 1986 to 8.9 percent in Fiscal 1987, an overall increase of .7 percent.

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

The percentage of missing cases, in relation to total Bureau caseload, totalled 7.6 percent. Parolees from the Juvenile and Adult Female Correctional Institutions had the largest percentage of missing cases (14.8 and 11.1 percent respectively). A five year decline in percentage of missing cases has reduced the overall figure by 1.7%.

#### SUPERVISION (See Table 4)

In the course of supervising the Bureau's caseload during Fiscal 1987, Bureau field staff made a grand total of 335,237 contacts. An additional 30,064 investigation contacts were made. State vehicles assigned to districts were driven a total of 1,492,047 miles in spite of difficulties encountered, in many instances, with service, repairs, and car shortages. A total of 141,925 hours or 46.8 percent of the officer's time was spent in the field. Again, automobile shortages and difficulty with car service may have lowered the amount of time spent in the field.

CONCLUSION

The Bureau of Parole is presently reliant solely on its components for manual submission of information to compile statistical data. Statistics on numbers and activities of New Jersey cases paroled out of state are again being compiled, at least, to a limited extent. Attempts to further refine our statistics have not been completely successful; with manual data gathering, and turnover in personnel, a margin of error still exists. Hope for the future is bright: Terminals have been installed at field sites and updating of electronic files will eventually be done daily, each permitting.

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TABLE #1

## TOTAL CASES UNDER SUPERVISION - FISCAL YEAR 1986-1987 (BY INSTITUTIONS)

INSTITUTIONS	IN NEW JERSEY				OUT OF NEW JERSEY				TOTAL
	Under	*Total No.	Under	Under	Under	*Total No.	Under	Under	
	Super-	*Total	Super-	Super-	Super-	*Total	Super-	Super-	
	vision	Cases	vised	vision	vision	Cases	vised	vision	
7/1/86	Added	1986-87	6/30/87	7/1/86	Added	1986-87	6/30/87	6/30/87	
Juvenile Females	41	12	53	27	0	2	2	2	29
Adult Females	568	234	802	611	34	20	54	45	656
Out-of-State Females	38	24	62	45	0	0	0	0	45
County Females	110	323	441	124	0	1	1	1	125
Juvenile Males	877	537	1414	759	21	4	25	19	778
Youth Males	4741	1554	6295	4563	234	118	352	270	4833
Adult Males	6310	2973	9283	6918	378	180	558	477	7395
Sex Offender (Diagnostic Center)	76	37	113	86	8	0	8	7	93
Out-of-State Males	631	362	993	653	0	0	0	0	653
County Males	1124	2367	3491	977	9	18	27	19	996
**Other	0	0	0	0	136	143	279	204	204
TOTAL	14524	8423	22947	14763	820	486	1306	1044	15807

CATEGORIES	IN NEW JERSEY		OFFICE OF INTERSTATE SERVICES		TOTAL
Under Supervision (1986)	14524			820	15344
Total Cases Added *		8423		486	8909
Total Number Supervised			22947		24253
Under Supervision (1987)				14763	15807

\*Figures include cases involving transfers between districts.

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

TABLE #2

NUMBER AND PERCENTAGE OF VIOLATORS  
BY DISTRICT AND SEX  
BASED ON TOTAL NUMBER SUPERVISED  
FISCAL 1986-87

MALE	Total Number Supervised During Year*	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommitted	Returned as Technical Vio.	Number	Percent		
Districts							
1. Clifton	1926	57	3.0%	96	5.0%	153	7.9%
2. East Orange	2708	51	1.9%	175	6.5%	226	8.3%
3. Red Bank	1453	38	2.6%	105	7.2%	143	9.8%
4. Jersey City	1878	63	3.4%	155	8.3%	218	11.6%
5. Elizabeth	1425	35	2.5%	117	8.2%	152	10.7%
6. Trenton	1845	22	1.2%	145	7.9%	167	9.1%
7. Camden	2000	46	2.3%	209	10.5%	255	12.8%
8. Atlantic City	1596	39	2.4%	151	9.5%	190	11.9%
9. Newark	1751	43	2.4%	56	3.2%	99	5.7%
10. Vineland	1158	30	2.6%	55	4.8%	85	7.3%
11. New Brunswick	1455	33	2.3%	77	5.3%	110	7.5%
12. Paterson	2353	47	2.0%	122	5.2%	169	7.2%
TOTAL	21588	524	2.3%	1483	6.9%	1997	9.2%

FEMALE	Total Number Supervised During Year*	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommitted	Returned as Technical Vio.	Number	Percent		
Districts							
1. Clifton	121	2	1.7%	1	0.8%	3	2.5%
2. East Orange	191	0	0.0%	4	2.1%	4	2.1%
3. Red Bank	110	1	0.9%	2	1.8%	3	2.7%
4. Jersey City	87	1	1.1%	5	5.7%	6	6.9%
5. Elizabeth	91	0	0.0%	6	6.6%	6	6.6%
6. Trenton	184	0	0.0%	10	5.4%	10	5.4%
7. Camden	99	2	2.0%	7	7.1%	9	9.1%
8. Atlantic City	96	2	2.1%	2	2.1%	4	4.2%
9. Newark	154	0	0.0%	2	1.3%	2	1.3%
10. Vineland	50	0	0.0%	1	2.0%	1	2.0%
11. New Brunswick	88	3	3.4%	1	1.1%	4	4.5%
12. Paterson	148	1	0.7%	3	2.0%	4	2.7%
TOTAL	1359	12	0.9%	44	3.2%	56	4.1%
GRAND TOTAL	22947	516	2.2%	1527	6.7%	2053	9.0%

\*Figures include inter-office transfer of cases.

TABLE #2A

NUMBER AND PERCENTAGE OF RETURNS TO INSTITUTIONS  
 BASED ON TOTAL NUMBER SUPERVISED  
 BY DISTRICT  
 1986- 1987

Districts	Total Number Supervised	No. and Percent of Returns			Total
		Committed or Recommitted	Technical Violators		
1. Clifton	2047	59   2.9%	97   4.7%	156	7.6%
2. East Orange	2899	51   1.8%	179   6.2%	230	7.9%
3. Red Bank	1563	39   2.5%	107   6.8%	146	9.3%
4. Jersey City	1965	64   3.3%	160   8.1%	224	11.4%
5. Elizabeth	1516	35   2.3%	123   8.1%	158	10.4%
6. Trenton	1969	22   1.1%	155   7.9%	177	9.0%
7. Camden	2099	48   2.3%	216   10.3%	264	12.6%
8. Atlantic City	1692	41   2.4%	153   9.0%	194	11.5%
9. Newark	1945	43   2.2%	68   3.5%	111	5.7%
10. Vineland	1208	30   2.5%	66   5.5%	96	7.9%
11. New Brunswick	1543	36   2.3%	78   5.1%	114	7.4%
12. Paterson	2501	48   1.9%	125   5.0%	173	6.9%
<b>TOTAL</b>	<b>22947</b>	<b>516   2.2%</b>	<b>1527   6.7%</b>	<b>2043</b>	<b>8.9%</b>

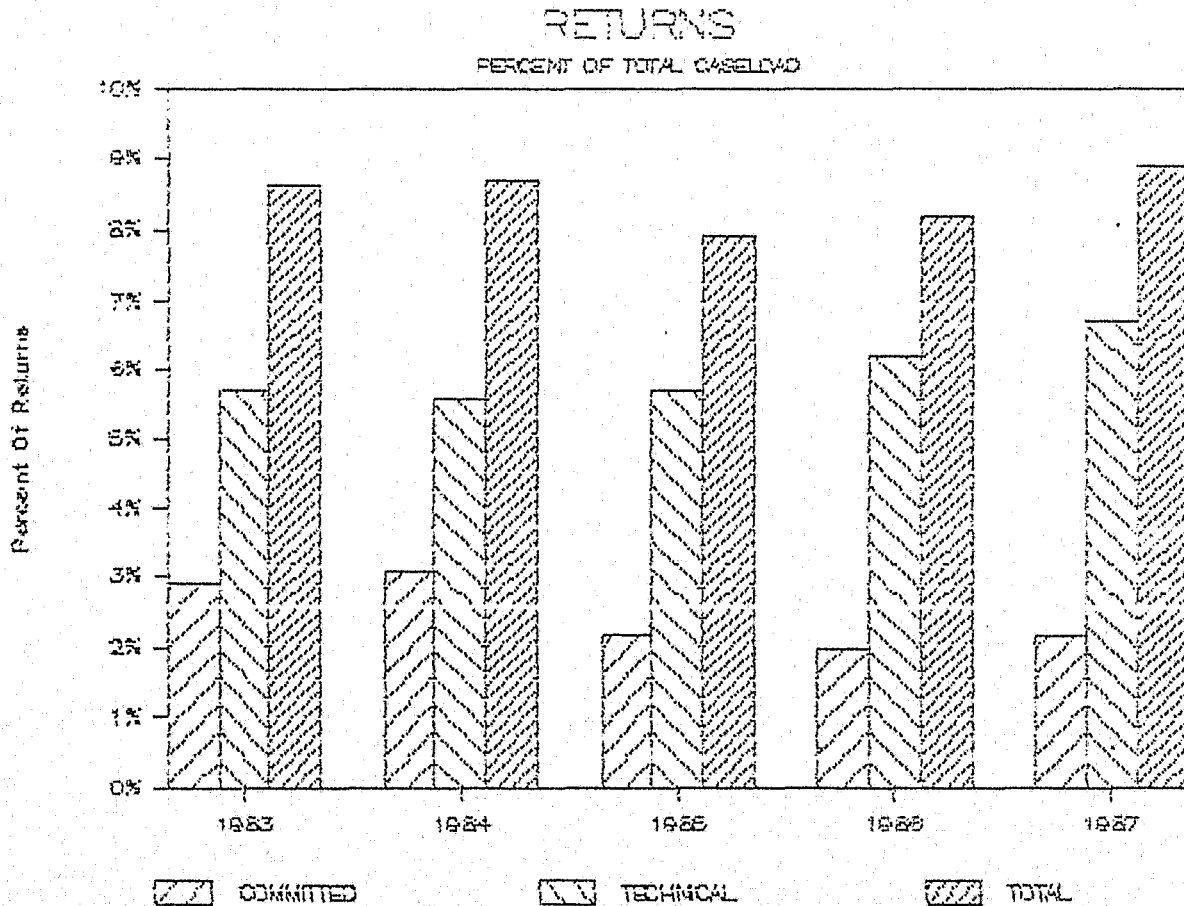




TABLE #3

RECORD OF MISSING CASES  
BY INSTITUTION  
1986-1987

Institutions	Total on Parole on 5/30/87	Missing as of 5/30/86	Became Missing Between 7/1/85 and 5/30/87	Total Missing	Accounted for Between 7/1/85 and 5/30/87	Total Missing 5/30/87	Net Difference	Percent of Missing in Relation to Cases on 5/30/87
Juvenile Females	27	3	3	6	2	4	1	14.8%
Adult Females	611	56	41	97	29	68	12	11.1%
Out-of-State Females	45	1	1	2	1	1	0	2.2%
County Females	124	2	6	8	4	4	2	3.2%
Juvenile Males	759	57	39	96	55	41	-16	5.4%
Youth Males	4553	475	347	822	405	417	-55	9.1%
Adult Males	6918	564	402	966	418	548	-16	7.3%
Sex Offender (Diagnostic Center)	86	3	1	4	2	2	-1	2.3%
Out-of-State Males	653	4	29	33	27	6	2	0.9%
County Males	977	31	30	61	25	35	4	3.8%
<b>TOTAL (In New Jersey)</b>	<b>14763</b>	<b>1196</b>	<b>899</b>	<b>2095</b>	<b>969</b>	<b>1126</b>	<b>-70</b>	<b>-7.6%</b>

TABLE #3A

RECORD OF MISSING CASES  
BY DISTRICT  
1986-1987

Districts	*Caseload on 6/30/87	Missing as of 6/30/86	Became Missing Between 7/1/86 and 6/30/87	Total Missing	Accounted for Between 7/1/86 and 6/30/87	Total Missing 6/30/87	Net Difference	Percent of Missing in Relation to Caseload on 6/30/87
1. Clifton	1382	104	65	169	78	91	-13	6.6%
2. East Orange	2127	139	94	233	134	99	-40	4.7%
3. Red Bank	1061	80	97	177	72	105	25	9.9%
4. Jersey City	1206	141	120	261	135	126	-15	10.4%
5. Elizabeth	952	98	74	172	76	96	-2	10.0%
6. Trenton	1185	119	104	223	122	101	-18	8.5%
7. Camden	1315	74	28	102	49	53	-21	4.0%
8. Atlantic City	977	93	70	163	88	75	-18	7.7%
9. Newark	1438	103	50	153	22	131	28	9.1%
10. Vineland	772	72	65	137	72	65	-7	8.4%
11. New Brunswick	980	60	39	99	29	70	10	7.1%
12. Paterson	1358	113	93	206	92	114	1	8.4%
TOTAL	14763	1196	899	2095	969	1126	-70	7.6%

\*In New Jersey

MISSING  
PERCENT OF TOTAL CASELOAD

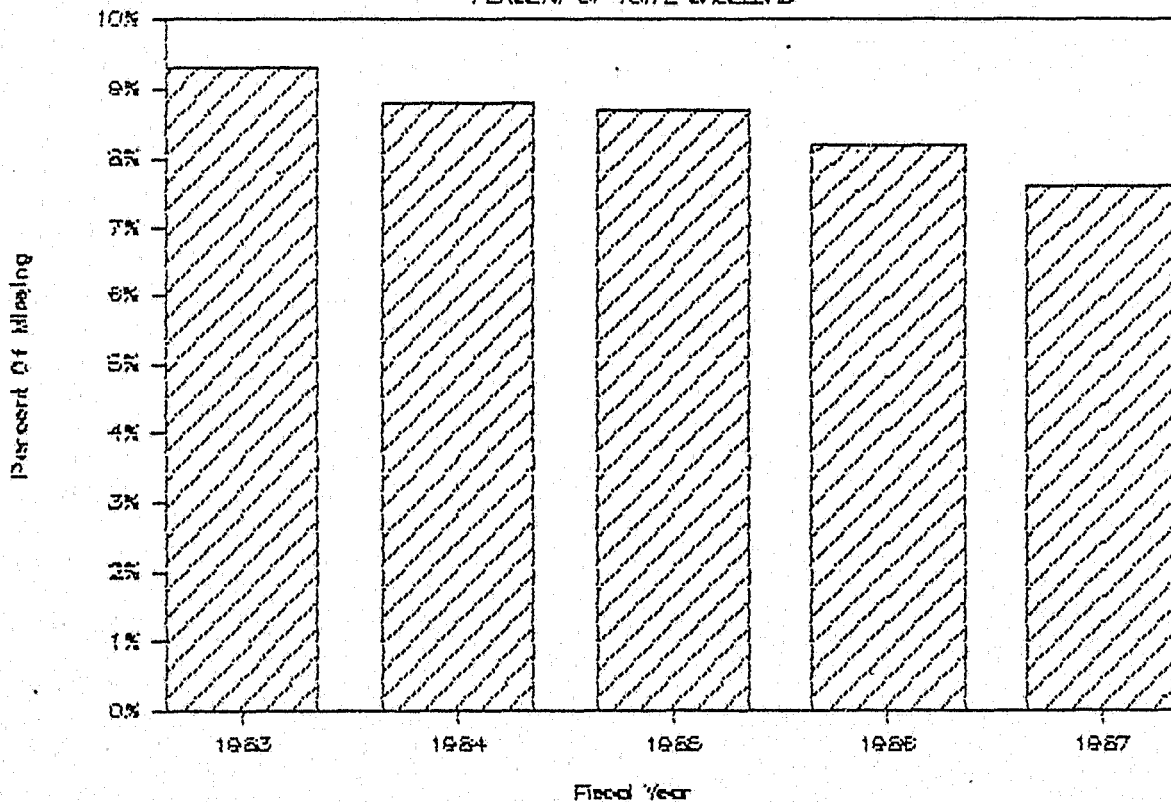


TABLE #4

SUMMARY OF DAILY RECORDS OF ACTIVITIES  
1985 - 1986

District Offices	FIELD AND OFFICE CONTACTS													REPORTS SUBMITTED				SUMMARIES SUBMITTED				HOURS		MILEAGE					
	TYPE OF CONTACT (1)													SUPERVISION (2)		INVESTI- GATION (3)		SUPERVISION (4)		INVESTI- GATION (5)		SUMMARIES SUBMITTED (6)				OFFICE	FIELD	STATE	PER- SONNEL
	C	E	H	N	O	S	PCH	FRH	P	FO	R	P	N	F-19	F-21	FP	SR	DR	DA	TR	TS								
DO #1	6,514	292	6,804	3,347	6,089	7	275	99	10,668	14,925	2,410	2,212	825	1,849	2,619	1,871	647	13	0	68	381	12,870	12,356	137,859	4,137				
DO #2	5,150	89	6,597	3,561	9,120	3	197	65	13,635	12,746	1,348	1,568	919	2,641	2,920	1,656	438	3	8	138	483	20,855	11,586	77,565	380				
DO #3	6,880	433	5,295	1,911	7,433	13	88	80	10,483	11,230	770	987	583	1,320	1,293	848	353	17	2	184	277	11,664	11,820	291,186	9				
DO #4	113,595	313	6,134	2,786	8,639	2	135	93	13,963	12,368	1,352	1,590	646	2,779	3,095	980	257	9	2	94	382	13,766	18,172	72,656	90				
DO #5	6,357	145	6,580	1,977	8,063	18	173	67	9,133	13,246	1,590	1,575	739	1,514	1,827	732	283	5	15	98	189	11,156	9,843	76,953	312				
DO #6	9,079	549	6,652	2,721	11,639	47	199	81	14,815	15,011	3,134	2,596	683	1,849	2,512	1,348	83	18	83	98	215	12,442	13,329	129,792	0				
DO #7	8,182	454	7,873	2,564	15,889	4	156	75	14,551	19,829	3,854	2,987	868	1,968	3,028	1,362	993	5	347	0	85	21,720	11,145	128,423	125				
DO #8	8,524	582	5,465	0	8,758	7	183	87	11,835	15,324	2,255	1,755	1,319	1,662	2,147	1,334	169	9	255	162	483	8,838	9,882	179,819	0				
DO #9	3,821	558	7,347	2,925	8,184	45	214	44	11,622	11,529	1,179	1,836	1,488	1,715	1,884	1,115	1	16	0	114	488	16,689	18,457	44,244	281				
DO #10	110,773	325	5,885	2,958	11,618	0	113	63	9,673	18,345	2,763	728	295	2,019	2,948	817	485	4	82	121	248	8,767	9,381	169,948	0				
DO #11	7,519	258	4,511	1,655	7,458	45	72	44	12,617	13,678	1,498	1,358	389	1,630	1,839	684	283	15	0	118	318	11,335	8,158	75,326	24				
DO #12	6,229	281	5,268	2,387	6,983	8	82	69	11,985	10,672	1,689	1,762	684	2,165	2,686	2,221	75	0	384	63	682	11,289	18,266	182,888	215				
TOTAL	92543	4111	73463	28842	187785	191	1887	867	144100	162095	23842	20954	9118	23111	28638	14872	3837	114	1178	1178	3895	161311	141925	1486483	5554				
GRAND TOTAL								389,689		335,237		38,864		51,749		17,989				6,357		383,236		1,492,847					

## Legend:

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