



# ***ANNUAL REPORT***

**STATE OF NEW JERSEY**

**DEPARTMENT OF CORRECTIONS**

**DIVISION OF OPERATIONS**

## **BUREAU OF PAROLE**

**Whittlesey Road (CN 864)  
Trenton, New Jersey 08625**

**Fiscal Year July 1, 1993 - June 30, 1994**



152177

**Victor R. D'Ilio  
Chief**

**Cynthia Simmons  
Executive Assistant**

# TABLE OF CONTENTS

BUREAU OF PAROLE ORGANIZATIONAL CHART .....	1
MAP OF STATE OF NEW JERSEY .....	2
DIRECTORY OF OFFICES .....	2
Bureau of Parole Administrative Office .....	2
District Field Offices .....	2
State Institutional Parole Offices .....	4
STATE OF THE BUREAU .....	5
Mission .....	5
Goal and Objectives .....	5
ANTICIPATED NEEDS AND ISSUES .....	7
Return to 1:73 Parole Officer/Parolee Ratio .....	7
Realistic Supervisory Span of Control .....	7
Personal Safety Equipment, Radio Communication, Transport Vehicles, Firearms .....	7
Expansion and Automation of Central Office Revenue Unit .....	8
Research Unit .....	8
Additional Vehicles .....	8
Clerical and Support Staff and Equipment .....	8
Relocation/Modification of District Offices .....	9
Training Unit .....	9
Fiscal Management .....	9
Parolee Substance Abuse Treatment Alternative .....	10
Psychological Services to Parolees .....	10
MAJOR UNITS .....	11
Central Office .....	11
District Offices (13) .....	11
Institutional Parole Program .....	11
GOVERNOR'S 1995 BUDGET RECOMMENDATIONS .....	12
CORRECTIONS .....	12
PAROLE AND COMMUNITY PROGRAMS .....	12
OFFICE OF PAROLE AND COMMUNITY PROGRAMS .....	12
OBJECTIVES .....	12
PROGRAM CLASSIFICATIONS .....	12
Parole .....	12
EVALUATION DATA .....	13
PROGRAM DATA .....	13
Parole .....	13
Community Programs .....	13
PERSONNEL DATA .....	13
Position Data .....	13

152177

**U.S. Department of Justice  
National Institute of Justice**

This document has been reproduced exactly as received from the person or organization originating it. Points of view or opinions stated in this document are those of the authors and do not necessarily represent the official position or policies of the National Institute of Justice.

Permission to reproduce this copyrighted material has been granted by

New Jersey Department of Corrections

---

to the National Criminal Justice Reference Service (NCJRS).

Further reproduction outside of the NCJRS system requires permission of the copyright owner.

Table of Contents (Continued)

APPROPRIATIONS DATA ..... 14  
OTHER RELATED APPROPRIATIONS ..... 14  
LANGUAGE PROVISIONS ..... 14

HIGHLIGHTS AND DEVELOPMENTS ..... 15  
    Bureau's Entry-Level Interviewing Team ..... 15  
    "Paterson's Most Wanted" ..... 15  
    District's Caged Vehicle ..... 15  
    Staff Testing for Tuberculosis (T.B.) ..... 15  
    Second Assistant District Parole Supervisor (ADPS) Needed for Each District ..... 15  
    Revised Arrest Policy and Use of Force ..... 15  
    Anticipated Relocation of DO#13 ..... 16  
    Special Programs ..... 16  
    Training ..... 17  
    Staffing ..... 17  
    On-Site Urine Monitoring ..... 18  
    Pre-Parole Re-checks and the Expansion of CCU ..... 18  
    Casebook Review Standards ..... 18  
    OBCIS ..... 18  
    Peace Officer Status ..... 18  
    Revenue ..... 18

PERSONNEL ..... 20

CASELOAD ..... 21  
    CASELOAD BREAKDOWN GRAPH ..... 22

DISCHARGE BEFORE EXPIRATION OF MAXIMUM SENTENCE ..... 23  
    GRAPH: EARLY DISCHARGES GRANTED ..... 23

PROBABLE CAUSE HEARINGS ..... 24  
    Probable Cause Hearings Scheduled And Decisions Rendered During Fiscal 1994 ..... 24

RATIO OF FIELD TO OFFICE TIME ..... 25

OFF-HOUR VISITS ..... 25

CASEBOOK REVIEWS ..... 26

TEAM SUPERVISION ..... 26

FURLOUGH/HOME VISIT/WORK/RELEASE PROGRAMS ..... 27

# Bureau of Parole Annual Report/Fiscal Year 1994

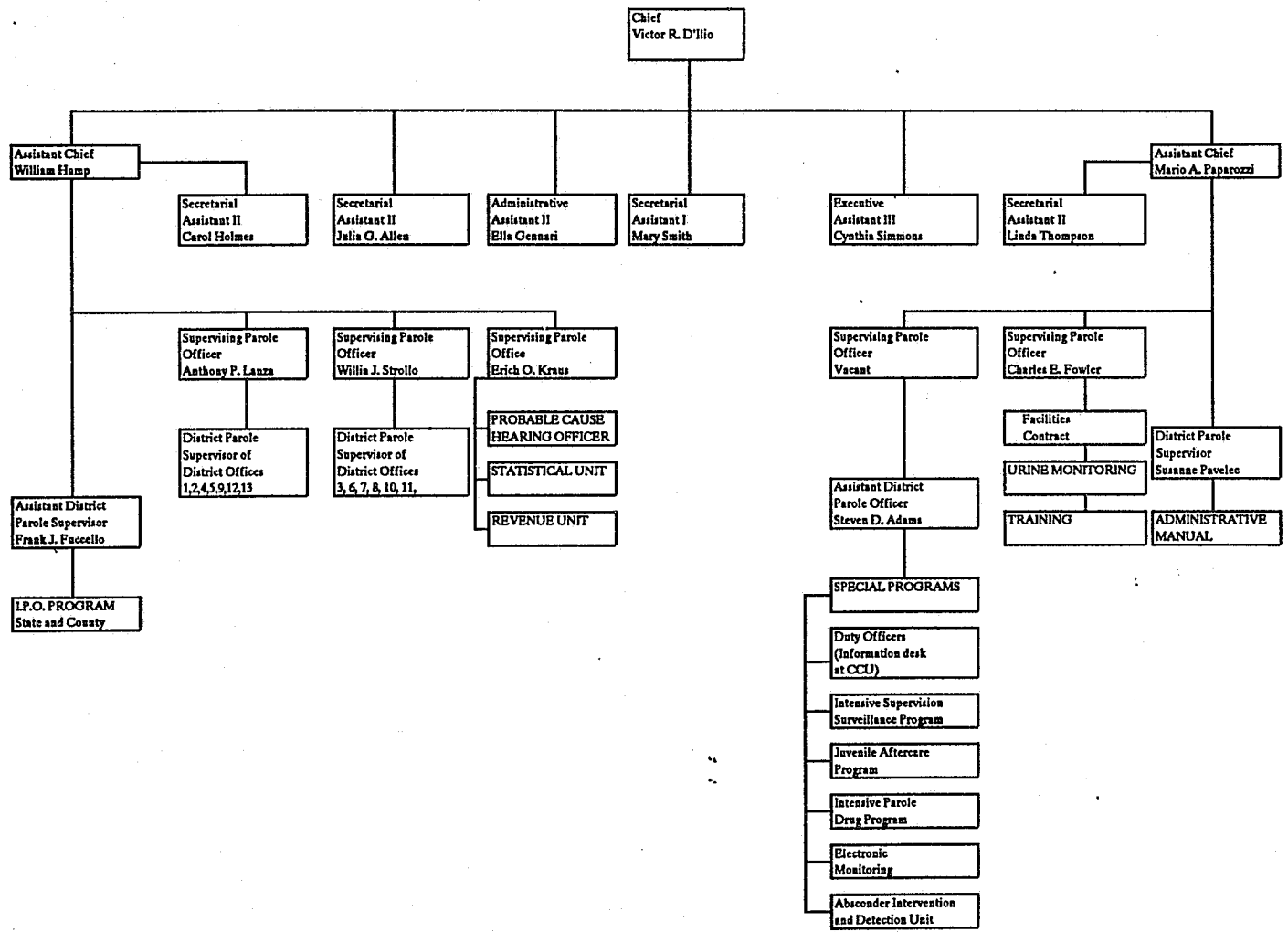
## Table of Contents (Continued)

INSTITUTIONAL PAROLE PROGRAM .....	28
State Institutional Parole Activities .....	28
District Office Institutional Parole Activities At County And Community Facilities .....	29
PAROLEE EARNINGS (CALENDAR 1990) .....	30
TRAINING .....	30
Orientation And On-The-Job Training .....	30
In-Service Training .....	31
Basic Training Curriculum Development .....	31
Other Training Activities .....	31
REVENUE COLLECTION PROGRAM .....	32
Violent Crimes Compensation Assessment (VCCB) .....	32
Restitution .....	32
Safe Neighborhood Services Fund Assessments (SNSF) .....	32
Forensic Laboratory Fee (FLF) .....	32
Mandatory Drug Enforcement and Demand Reduction Penalty (DEDR) .....	32
Fine .....	33
Transaction Fee .....	33
GRAPH: ALLOCATION OF COLLECTIONS .....	33
REVENUE COLLECTION CHART .....	34
GRAPH: FY1994 REVENUE COLLECTIONS .....	35
GRAPH: ANNUAL BUREAU COLLECTIONS FISCAL YEARS 1981 TO 1993 .....	36
Accounts Receivable .....	36
Revenue Officer's Training .....	37
Central Office Revenue Unit Contacts With Other Agencies .....	37
INTENSIVE SUPERVISION SPECIALTY PROGRAMS .....	38
Intensive Supervision and Surveillance Program (ISSP) .....	39
Electronic Monitoring Program (EMP) .....	39
Juvenile Aftercare Program(JAP) .....	39
Juvenile Drug Program (JDP) .....	39
Intensive Aftercare Program (IAP) .....	40
OFFICE OF INTERSTATE SERVICES .....	40
VOLUNTEERS IN PAROLE PROGRAM .....	40
NCIC/SCIC OPERATIONS .....	41
PUBLIC RELATIONS .....	42
Organizatons Served by Bureau of Parole Staff .....	43

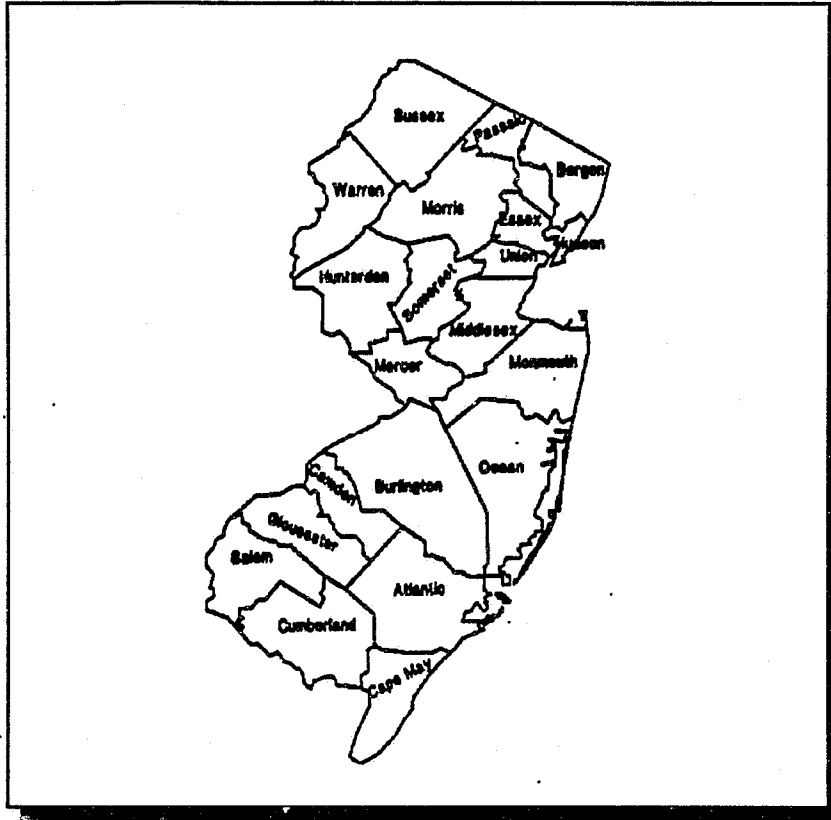
Table of Contents (Continued)

STATISTICAL TABLES .....	44
Caseload (Table 1) .....	44
Returns to the Institutions (Tables 2 and 2A) .....	45
Missing Cases (Tables 3 and 3A) .....	45
Supervision (Table 4) .....	45
Conclusion .....	45
TABLE #1 .....	46
TABLE #2 .....	47
TABLE #2A .....	48
TABLE #3 .....	49
TABLE #3A .....	50
TABLE #4 .....	51

BUREAU OF PAROLE ORGANIZATIONAL CHART



MAP OF STATE OF NEW JERSEY



**DEPARTMENT OF CORRECTIONS  
BUREAU OF PAROLE  
DIRECTORY OF OFFICES**

**Bureau of Parole Administrative Office  
(Central Parole Bureau, CPB)**

Victor R. D'Ilio, Chief  
CN 864

Trenton, NJ 08625

Phone: (609) 292-1383

FAX: (609) 292-4386

**District Field Offices**

(Bergen, Morris & So. Passaic)

DISTRICT OFFICE NO. 1

99 First Street

PO Box 190

Clifton, N.J. 07011

Phone: (201) 365-0430

Supervisor: Douglas Modrow

FAX: (201) 458-6871

(Essex)

DISTRICT OFFICE NO. 2

20 Evergreen Place (4th flr)

PO Box 840 (07018)

East Orange, N.J. (07019)

Phone: (201) 266-2800

Supervisor: James Joyce

FAX: (201) 266-0978

(Monmouth)

DISTRICT OFFICE NO. 3

8 Reckless Place (2nd flr)

PO Box 835

Red Bank, N.J. 07701

Phone: (908) 741-2424

Supervisor: Howell Dilks

FAX: (908) 741-7996



**District Field Offices (Continued)**

(Hudson)  
DISTRICT OFFICE NO. 4  
30-32 Central Avenue  
PO Box 6878 Journal Sq. Station  
Jersey City, N.J. 07306-0878  
Phone: (201) 795-8804/8805  
Supervisor: Signe Johnson  
FAX: (201) 795-8827

(Union)  
DISTRICT OFFICE NO. 5  
208 Commerce Place (3rd flr)  
PO Box 240  
Elizabeth, N.J. 07207-0240  
Phone: (908) 820-3044  
Supervisor: Steven Gruntfest  
FAX: (908) 820-3243

(Burlington Hunterdon, Mercer)  
DISTRICT OFFICE NO. 6  
210 South Broad Street (4th flr)  
CN 865  
Trenton, N.J. 08625  
Phone: (609) 292-4383  
Supervisor: Richard Rhoads  
FAX: (609) 984-9821

(Camden)  
DISTRICT OFFICE NO. 7  
808 Market Street (lower level)  
PO Box 679  
Camden, N.J. 08101  
Phone: (609) 757-4708  
Supervisor: Paul Wentzel  
FAX: (609) 757-2929

(Atlantic and Ocean)  
DISTRICT OFFICE NO. 8  
1811 Atlantic Avenue  
PO Box 778  
Atlantic City, N.J. 08404  
Phone: (609) 441-3070  
Supervisor: Sterling Wheaten  
FAX: (609) 441-3073

(Essex)  
DISTRICT OFFICE NO. 9  
844 McCarter Highway (2nd & 3rd flrs)  
PO Box 185  
Newark, N.J. 07102-0185  
Phone: (201) 648 2168  
Supervisor: Geraldine Floyd  
FAX: (201) 648-4266

(Cape May, Cumberland,  
Gloucester, & Salem)  
DISTRICT OFFICE NO. 10  
56 West Landis Avenue  
PO Box 1039  
Vineland, N.J. 08360  
Phone: (609) 696-6009  
Supervisor: Alan Schlienger  
FAX: (609) 696-6215

(Middlesex & Sommerset)  
DISTRICT OFFICE NO. 11  
108 Church Street (08903)  
PO Box 595 (08905)  
New Brunswick, N.J. (see above)  
Phone: (908) 937-6253  
Supervisor: Dennis Wertz  
FAX: (909) 937-6357

(Passaic, Sussex, & Warren)  
DISTRICT OFFICE NO. 12  
66 Hamilton Street (2nd flr)  
PO Box 2718  
Paterson, N.J. 07509  
Phone: (201) 977-4256, 4257, 4258  
Supervisor: John Beaton  
FAX: (201) 977-4280

(Essex)  
DISTRICT OFFICE NO. 13  
20 Evergreen Place (4th flr)  
PO Box 790 (07018)  
East Orange, N.J. (07019)  
Phone: (201) 266-2802  
Supervisor: Walter LoBue  
FAX: (201) 266-2816

Please note: District Offices 2, 9, and 13  
all cover Essex County

Revised 4/5/94

# Bureau of Parole Annual Report/Fiscal Year 1994

## State Institutional Parole Offices

**EDNA MAHAN CORRECTIONAL FACILITY**  
Drawer E  
Clinton, N.J. 08809  
Phone: (908) 735-7111 x286  
Supervisor: Michael Brunner  
FAX: (908) 735-9455

**TRAINING SCHOOL FOR BOYS**  
PO Box 500  
Jamesburg, N.J. 08831  
Phone: (908) 521-0030  
Supervisor: Rita Delgado  
FAX: (908) 521-1738

**MOUNTAINVIEW YOUTH  
CORR FAC**  
PO Box 994  
Ammandale, N.J. 08801-0994  
Phone: (908) 638-6191  
Supervisor: Irene Worden  
FAX: (908) 638-4423

**ALBERT C. WAGNER YOUTH  
CORR FAC**  
PO Box 500  
Bordentown, N.J. 08505  
Phone: (609) 298-0500 x499  
Supervisor: Allen Scott  
FAX: (609) 298-3639

**GARDEN STATE REC &  
YOUTH CORR FAC**  
PO Box 11401  
Yardville, N.J. 08620  
Phone: (609) 298-6300 x225  
Supervisor: Linda Weir  
FAX: (609) 298-5853

**BAYSIDE STATE PRISON**  
4293 Route 47  
Box F1  
Leesburg, N.J. 08327  
Phone: (609) 785-0040 x327  
Supervisor: Francisco Bolanos  
FAX: (609) 785-0165/1448

**NORTHERN STATE PRISON**  
Frontage Road  
PO Box 2300  
Newark, N.J. 07114-2300  
Phone: (201) 578-4890  
Supervisor: Carl Figur  
FAX: (201) 589-7454

**EAST JERSEY STATE PRISON**  
Lock Bag R  
Rahway, N.J. 07065  
Phone: (908) 499 - 5125  
Supervisor: Peggy MacClymont  
FAX: (908) 815-1468

**RIVERFRONT STATE PRISON**  
Delaware and Elm Streets  
Camden, N.J. 08101  
Phone: (609) 225-5879  
Supervisor: Juanita Tweed  
FAX: (609) 365-5839

**NEW JERSEY STATE PRISON**  
Third and Federal Streets  
Trenton, N.J. 08625  
Phone: (609) 984-7811 or 7843  
Supervisor: Wesley Carr  
FAX: (609) 392-3433

**MID-STATE CORRECTIONAL FACILITY**  
PO Box 866  
Wrightstown, N.J. 08562  
Phone: (609) 723-4221  
Supervisor: Roger Fisher  
FAX: (609) 723-8271

**SOUTHERN STATE CORR FAC I**  
Delmont, N.J. 08314  
Phone: (609) 785-1300  
Supervisor: Teresita Velez  
FAX: (609) 785-2275

**SOUTHERN STATE CORR FAC II**  
Delmont, N.J. 08314  
Phone: (609) 785-1300  
Supervisor: Paul Gardner  
FAX: (609) 785-2275

**ADULT DIAGNOSTIC & TREATMENT CENTER**  
8 PRODUCTION WAY  
PO Box 190  
Avenel, N.J. 07001  
Phone: (908) 499-5125  
Supervisor: Peggy MacClymont  
FAX: (908) 574-2257

revised 8/94

STATE OF THE BUREAU

Mission

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

Goal and Objectives

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

Objective #1

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

Standards

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

Objective #2

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

Standards

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

Objective #3

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

## **Bureau of Parole Annual Report/Fiscal Year 1994**

### Standards

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

### Objective #4

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

### Standards

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

### Objective #5

To maintain and improve effective and efficient agency operations.

### Standards

- 1) All new professional staff successfully complete a department approved training course within three months of their starting date.
- 2) All existing professional staff shall be provided with a minimum of forty hours per year of parole related training.
- 3) All PAR performance standards shall be quantifiable (i.e., measurable).
- 4) Develop and implement a management information system which will indicate agency accomplishments vis-a-vis agency mission, goals and objectives.

**ANTICIPATED NEEDS AND ISSUES**

Responsibilities created by statute and administrative code, along with Bureau efforts to increase its responsiveness to demands placed upon its services, continue to require additional personnel and equipment. For the past several years, the Bureau has redeployed its resources to maximize the use of personnel and equipment in times of fiscal austerity. However, to realistically keep pace with the increasing caseload and an anticipated broadening of statutory responsibilities, certain increases in allocations are required.

**Return to 1:73 Parole Officer/Parolee Ratio**

Due to dwindling resources over the past several fiscal years, the ratio of parolees to parole officer has grown from the traditional 73 parolees per officer (1:73). Subsequent ratios reflected eighty-one parolees per officer (1:81) and ninety-two parolees per officer (1:92). Currently, the ratio in some District Offices is approaching one hundred parolees per officer (1:100). Although the Bureau continues to experiment with matters of modifying the traditional caseload concept, demands on the officer's time has not diminished. Special conditions continue to mandate intensive supervision on many parolees; other conditions require referrals to community agencies and subsequent monitoring by parole staff to assure compliance. Field staff must provide institutional parole services to county jails and halfway facilities, conduct probable cause hearings, comply with the demands of the Bolyard Screening Procedure, collect revenue, and conduct field investigations. Concerning revocation, due process requires a probable cause hearings and the Bolyard screening process. Revenue is collected for court and Board imposed revenue obligations. Field investigations are mandated relative to pre-parole planning, furlough release, work release, arrests, absconding, and a variety of special circumstances.

**Realistic Supervisory Span of Control**

The role of the Assistant District Parole Supervisor (ADPS) is pivotal to Bureau operations. These individuals are charged with the responsibilities to oversee daily casework and administrative activity. To effectively supervise line officers and assure adherence to statute, policy and procedure, a reasonable span of control is necessary. The cumulative ratio of Assistant District Parole Supervisor to parole officers is 1:9. To reduce this ratio to the efficient recommended 1:5, an increase in supervisory positions is needed. Three (3) District Offices are assigned only one ADPS. The span-of-control ratio in these districts approaches 1:13. At a minimum, these three (3) districts should be assigned an additional ADPS.

**Personal Safety Equipment, Radio Communication, Transport Vehicles, Firearms**

In Fiscal Year 1993, there was a Matter of Arbitration between the State of New Jersey and PBA Local 326 involving parole officers making arrests. The advisory award included providing officers with radios, bullet proof vests, mace, and proper transport vehicles (full size sedans equipped with caging).

During this fiscal year, legislation was enacted designating parole staff as sworn law enforcement officers and authorizing parole officers and supervisors to carry firearms. Although the requisite training was approved by the Police Training Commission in March 1994, the actual training has yet to commence. Once arming has begun, the support equipment referenced in the advisory award will be vital to ensure the safety of parole staff and the community. Funding for half the needs was

## **Bureau of Parole Annual Report/Fiscal Year 1994**

made available in Fiscal 1994. Additional funding will be required in Fiscal 1995.

### **Expansion and Automation of Central Office Revenue Unit**

State government continues to diminish its reliance on taxes to support state services; therefore, more emphasis has been placed on Bureau efforts to collect court imposed revenue obligations owed by parolees. Additionally, during the past fiscal year the revenue collection program has become politically active as new court ordered obligations were established by statute. The current manual revenue collection system severely limits not only the amount of money collected but the ability to accomplish related and necessary, ancillary functions for the program. For some time, the Bureau has wanted to transfer all Recorded Revenue cases to the Central Office Revenue Unit (CORU). However, to carry out this plan, CORU must be expanded and additional space and equipment must be found. Critical to the successful operation of the Bureau's revenue program is the total automation of all of this agencies active revenue records.

### **Research Unit**

The Bureau continues experimentation with a variety of programs. Included in this effort have been: the Electronically Monitored Home Confinement Program, the Intensive Surveillance/Supervision Program, the Juvenile Aftercare Program, and other innovative ideas. A small Research Unit is appropriate. In making comparisons with control groups, experimental programs may be discarded or expanded as evidence dictates. In any event, the need for modifications might be found and adjustments made for more effective program implementation. The unit could examine a variety of data concerning parolees and perhaps make determinations as to factors of crime cause and prevention.

### **Additional Vehicles**

The Bureau is in need of additional vehicles for general supervision field officers to properly carry out their responsibilities. The problem has resulted from the denial of additional vehicles over the past several years, and reassignment of several vehicles, in the Bureau's fleet, to specialized programs. Routine car schedules are subject to disruption by emergent needs such as: attendance at probable cause and final revocation hearings, institutional parole work in county jails, attendance at meetings and training sessions, and a variety of other responsibilities. Additionally, the vehicles have proven too small when used while arresting and transporting inmates and offenders. A larger model, properly equipped with screens and other necessary security equipment, should be assigned to each district office for use in such activity.

Beyond providing a mechanism for the parole officer to perform his field responsibilities, the vehicle is also an element of officer safety.

### **Clerical and Support Staff and Equipment**

Vital to the professionalism of the Bureau is sufficient clerical support personnel. Unfortunately, the volume of paperwork, combined with the absence of any additional clerical staff, has caused a decline in the professional standards and appearance of most routine Bureau correspondence. On a daily basis, contact via document is made with many outside agencies including: police, courts, service agencies, the State Parole Board, the other 49 states, and others. The overwhelming majority of these documents are handwritten, presenting the appearance of a lessening of professional

## **Bureau of Parole Annual Report/Fiscal Year 1994**

standards. Filling current clerical vacancies and appointing additional staff will enhance the Bureau's image and facilitate timely and accurate submission of necessary paperwork.

Automation imperatives include warrant tracking, case movement and OBCIS interface with allied systems. To maintain the accuracy, and integrity, of these applications upgraded equipment is essential. This includes modern keyboards, terminals, printers, additional personal computers (to function as retrieval systems), and replacement of antiquated typewriters with word processing equipment.

### **Relocation/Modification of District Offices**

At least five District Offices (2, 7, 8, 11, and 13) must be relocated. The current facilities housing these Districts are inadequate for a variety of reasons: lack of space, no room for expansion, poor maintenance, HVAC failure, dungeon-like location, lease expiration, and other problems not conducive to productivity or staff efficiency. Bureau staff have every right to expect a clean secure environment in which to perform their daily activities. Consideration must be given to concerns of health and safety. To these ends the above cited Districts must be relocated to more appropriate quarters.

Security at any district location is of paramount concern. New facilities should have the following security measures included: buzzer-activated entry doors, bullet proof reception area windows, metal detectors and public address systems. Existing facilities should be modified to include the same.

### **Training Unit**

Basic training for entry level personnel will be conducted through the Department's training academy. However, to complement this program, a full time Training Unit appears necessary to assist in the professional growth of employees. New duties, new programs, changes in the pertinent statutes, and Administrative Code refinements, continue to expose staff to a variety of procedural changes. These changes demand specific training for adequate response. The professional growth of some 500 Bureau of Parole employees is at stake. This should no longer be assured by pressing line staff into additional training responsibility. Beyond other required duties, line staff must attempt to keep personnel conversant with the law enforcement, legal, administrative and clerical state of the art.

### **Fiscal Management**

To account for a variety of funds received and disbursed by the State of New Jersey, the Bureau requires bookkeepers. Legislation enacted in 1979, 1980, 1987, 1992, and 1994 authorized collection, by the Bureau, of certain revenue obligations. With sentencing the offender to a state institution, these revenue obligations are imposed by the Court. District parole staff have the responsibility for the dispersal of financial assistance grants and inmate wages. Occasionally they received reimbursement by the offender for financial aid given. District staff administer travel expense accounts and are responsible for petty cash expenditures. The assumption of these responsibilities has required the diversion of both clerical and professional staff from their primary responsibilities. One senior bookkeeper is needed in each district office. However, before submission for further departmental processing, an additional principal bookkeeper is needed in the Central Office Revenue Unit to oversee the work.

**Parolee Substance Abuse Treatment Alternative**

It has been estimated that 70% to 80% of state prison inmates have used drugs, but that only 19% of all adult inmates receive treatment while confined. In the past, the New Jersey Supreme Court Task Force indicated that the addicted offender will have little chance of ending criminal behavior without treatment. They further found this is to be true with or without punishment. The Bureau is charged with providing the offender with the needed and required assistance. While there may be treatment programs available in the community, often the services are not available. Locating programs with immediate admission openings is a major problem in getting treatment. Having available, to the Bureau, the needed resources quickly and conveniently is compatible with the overall mission and objectives of the Bureau.

There should be substance abuse counselors at each district office working with parole officers. Then, those violators who have lapsed into substance abuse could be given intensive treatment as a first priority rather than being confined. Other parolees whose urine tests positive, or who are released from confinement with an untreated drug problem, would be referred to the counselor for appropriate counseling and follow-up.

As an alternative, the Bureau could contract with community based outpatient and residential drug treatment facilities for counseling slots/bed space. This would ensure that supervised parolees would have access to these rehabilitation services when they are needed. It would also enable program directors to better plan staffing requirements and thus reduce indigent waiting lists.

**Psychological Services to Parolees**

An increasing number of parolees are released with parole conditions requiring attendance at a variety of mental health or substance abuse counseling programs. It would appear appropriate to provide psychologists at the district office sites throughout the state. Initially, perhaps three such treatment specialists would be assigned to the thirteen different offices. With such an arrangement, they may provide such services as group or individual counseling and treatment sessions that could involve the offenders and significant others.

The Adult Diagnostic and Treatment Center (ADTC), Relapse Prevention Program, has experimented with having its therapists provide treatment at selected district offices. The experiment has been expanded. The therapists work closely with ADTC parolees and parole staff. The idea is sound. Services are brought closer to the point of need. There has been an increasing number of special conditions for counseling. There is also the perceived need for counseling for some individuals without the special conditions. The regional assignment of therapists would prove beneficial to staff and offender alike in providing the counseling services needed.

As an alternative, counseling slots may be contracted directly through community hospitals/mental health clinics. The clinic's anticipated revenue may diminish the reluctance of the mental health community to service the involuntary client. It should also reduce the indigent waiting list for mental health services.



**MAJOR UNITS**

**Central Office**

The Central Office is the Administrative Unit of the Bureau of parole. The staff includes: the chief, two assistant chiefs, four supervising parole officers, an executive assistant, an administrative assistant, the coordinators of specialty programs, and clerical support. Coordinators of the specialty programs are responsible for revenue collection, volunteers in parole, and information systems. The Institutional Parole Officer Program is administered by an assistant chief. An assistant district parole supervisor assists and supervises the assigned personnel. A supervising parole officer is responsible for coordinating efforts to train Bureau staff. Methods of implementation for innovative projects and means of dealing with the resolution of problems are also the responsibility of the administrative staff. Necessary research is conducted and efforts are made toward public information and education by the Central Office staff. Overall, this particular unit is concerned with the efficiency and effectiveness of the Bureau. Additionally, certain supervising parole officers are responsible for making visits to the field sites to remain conversant with and/or identify problems in the operational units. Feedback is elicited for use in policy making decisions.

**District Offices (13)**

District Offices are strategically located in areas of heaviest population concentration for particular catchment zones. Each office has a supervisor, his/her assistant, various field staff and clerical support. Activities of district office staff are attendant to the supervision of a daily average of over 40,000 offenders. The offenders supervised are from New Jersey penal and correctional institutions, county jails, training schools and out-of-state institutions. The offenders from out-of-state reside in New Jersey and are completing a parole obligation. Services are also provided to inmates released at expiration of their maximum sentence. Further, district staff complete all field functions attendant to Departmental Furlough/Work-Study Release and Juvenile Home Visit Programs. Revenue payments by parolees are received and processed in the district offices.

**Institutional Parole Program**

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

**GOVERNOR'S 1995 BUDGET RECOMMENDATIONS**

The following is an excerpt from the Governor's budget recommendations for Fiscal 1995. Section #7010 contains the recommended appropriations for the Office of Parole and Community Programs. Care must be taken to separate the various community programs from the Bureau of Parole's budget. These centers are not part of the Bureau.

**CORRECTIONS**

---

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

**OBJECTIVES**

1. To carry out, in the community, programs of conditional release from custody, i.e. furlough, work/study release, which assist institutionalized offenders in reintegrating into the community and preventing their further involvement in the formal institutionalized correctional process.
2. To provide supervision of parolees by making available the necessary assistance, guidance and controls required for community living.
3. To provide residential/community service and treatment programs for reintegrating institutionalized offenders into the community.

**PROGRAM CLASSIFICATIONS**

03. **Parole.** This program provides supervision, investigates parole plans, work/study release, and furlough sites for all juveniles and adult parolees from state and county institutions and those entering New Jersey from other states. Executive clemency and extradition investigations are performed for the Executive Office. Through its various field offices, fines, penalties, and restitution are collected for deposit in the General Treasury. Treatment is obtained and the progress of parolees and offenders is monitored through the general and specialized caseload officers.
04. **Community Programs.** The provision, coordination and supervision of all Department community-based operations for adult inmates is performed through Community Programs. These include half-way houses for adult male and adult female prisoners..

# Bureau of Parole Annual Report/Fiscal Year 1994

## EVALUATION DATA

	Actual FY 1992	Actual FY 1993	Actual FY 1994	Budget Estimate FY 1995
<b>PROGRAM DATA</b>				
<b>Parole</b>				
Parolees under supervision (beginning of year) .....	23,928	31,256	36,540	42,950
Added to Parole .....	15,600	19,223	20,810	21,000
Removed from Parole .....	8,272	13,939	14,400	14,000
<b>General Caseload Data</b>				
Max-Revenue Parolees (a) .....	6,148	11,093	16,078	21,500
Parolees .....	16,735	19,213	19,962	20,950
Total General Caseload Parolees .....	22,883	30,306	36,040	42,450
<b>Special Caseload Data</b>				
Juvenile Aftercare (b) .....	125	175	175	175
Intensive Supervision and Surveillance (ISSP) .....	300	325	325	325
Electronic Monitoring (c) .....	620	125	—	—
Intensive Parole Drug Project (b) .....	—	325	—(d)	—
Total special caseload .....	1,045	950	500	500
<b>Community Programs</b>				
Average Daily Population (resident) .....	—	—	—	—
Community Service Center, Newark .....	63	66	68	68
<b>PERSONNEL DATA</b>				
<b>Position Data</b>				
<b>Filled Positions by Funding Source</b>				
State Supported .....	458	448	449	439
Federal .....	18	18	—	—
Total Positions .....	476	466	449	439
<b>Filled positions by Program Class</b>				
Parole .....	451	444	426	418
Community Programs .....	25	22	23	21
Total Positions .....	476	466	449	439

Notes: Actual fiscal year 1992 and 1993 and Revised fiscal year 1994 position data reflect actual payroll counts. The Budget Estimate for fiscal year 1995 reflects the number of positions funded.

- (a) Max-Revenue Parolees are not eligible to be released from parole caseloads due to unpaid fines, fees and assessments imposed by the courts and/or statutes.
- (b) These programs are federally funded. Participants in the Intensive parole Drug Project Assigned to Electronic Monitoring Program in FY 1992.
- (c) The Electronic Monitoring Program was phased-out in FY 1993.
- (d) Program eliminated in FY 1994 due to loss of federal funding.

Bureau of Parole Annual Report/Fiscal Year 1994

APPROPRIATIONS DATA  
(THOUSANDS OF DOLLARS)

Year Ending June 30, 1993					Year Ending June 30, 1995				
Orig. & (s) Supplemental	Reapp. & Receipts	Transfers & Emergencies	total Available	Expended	1994 Prog. Class.	Adjusted Approp.	Requested	Recommended	
<b>Distribution by Program</b>									
19,434	4	434	19,004	18,673	Parole	03	17,254	19,454	19,454
1,372	—	-387	940	940	Community Programs	04	932	1,091	1,091
20,761	4	-821	19,944	19,613	Total Appropriation		18,186 <sup>(a)</sup>	20,545	20,545
<b>Distribution by Object</b>									
<b>Personal Services:</b>									
16,416	—	-66	16,350	16,350	Salaries and Wages		16,814	19,114	19,114
8	—	—	8	8	Food in Lieu of Cash		8	5	5
16,424	—	-66	16,358	16,358	Total Personal Services		16,822	19,119	19,119
133	—	12	145	140	Materials and Supplies		151	140	140
481	—	-4	477	476	Services Other Than Personal		471	476	476
620	—	-42	578	578	Maintenance and Fixed Charges		621	531	531
<b>Special Purpose:</b>									
<b>Payments to Inmates</b>									
246	—	-125	121	121	Discharged From Facilities	03	121	121	121
2,720	4	-610	2,114	1,810	Parolee Electronic Monitoring Program	03	—	—	—
115	—	—	115	115	Community Service Center, Newark	04	—	138	138
3,081	4	-735	2,350	2,046	Total Special Purpose		121	259	259
22	—	14	36	15	Additions, Improvements and Equipment		—	20	20

OTHER RELATED APPROPRIATIONS

<b>Federal Funds</b>									
—	—	739	739	739	Parole	03	—	—	—
—	—	739	739	739	Total Federal Funds		—	—	—
<b>All Other Funds</b>									
—	183	—	—	—	Community Programs	04	—	—	—
—	38 <sup>a</sup>	-45	176	109	Total All Other Funds		—	—	—
20,761	225	-127	20,859	20,461	GRAND TOTAL		18,186	20,545	20,545

Note: (a) The fiscal year 1994 appropriation has been adjusted for the allocation of salary program and has been reduced to reflect the transfer of funds to the Employees Benefits accounts.

LANGUAGE PROVISIONS

It is recommended that no State funds be utilized for any expense related to a county electronic monitoring program.

**HIGHLIGHTS AND DEVELOPMENTS**

**Bureau's Entry-Level Interviewing Team**

Several Bureau management and supervisory staff members received training from the Department of Personnel in new hire interviewing. The training was consistent with affirmative action, ADA, etc. These individuals will form the core of the Bureau's interviewing team for hiring parole officer recruits.

**"Paterson's Most Wanted"**

District Office 12 is participating in the "Paterson's Most Wanted" television show being aired on a local cable TV station. Viewers are invited to phone an anonymous hotline if they have information about a suspect. Hopefully, many absconders from that district will be located.

**District's Caged Vehicle**

Each district office has been assigned a pager to be carried by whomever drives the district's caged vehicle. When it becomes necessary to page the driver of the caged vehicle, the district office will call the Duty Officer at the Central Communications Unit (CCU) who will then page the driver. When the driver phones the Duty Officer, the call will be patched through to the district office.

Under certain circumstances, an arrangement between Chief D'Ilio and Administrator McClammy will allow emergency transportation of parole violators by Central Transportation.

**Staff Testing for Tuberculosis (T.B.)**

The testing of all district office staff for T.B. was accomplished during February. This testing took place at the various state institutions.

**Second Assistant District Parole Supervisor (ADPS) Needed for Each District**

At this time, ten of the thirteen district offices have two assistants while the remaining three districts still have only one assistant. Hopefully, a way will soon be found to place a second ADPS position in the remaining three districts that have only one ADPS position.

**Revised Arrest Policy and Use of Force**

Existing policy for the arrest of parolees by parole officers was supplanted by a Department approved interim arrest policy. This policy will be amended again when the Bureau's professional staff completes Police Training Commission (PTC) approved training and is subsequently armed. Additionally, advisement has been received indicating an amendment to NJSA 2:154-4. The amendment provides parole officers with the ability to use a State Parole Board (SPB) warrant when arresting parolees (to the extent that they are authorized to make arrests).

The Commissioner approved the Bureau's newly developed use of force policy. New Jersey Administrative Code (N.J.A.C.) Title 10A specifies policy for the Department of Corrections in such matters. Efforts are underway to have the Bureau's policy regarding the use of force and all aspects

## **Bureau of Parole Annual Report/Fiscal Year 1994**

of using and carrying firearms placed in N.J.A.C. Title 10A.

Under the direction of then Assistant Commissioner Hilton, a policy was promulgated and implemented which involves the notification of Internal Affairs upon the assault of a parole officer. Internal Affairs will investigate, pursue the arrest, and file the necessary charges.

### **Anticipated Relocation of DO#13**

Information received indicates there is backfill space available in Newark to relocate District Office No. 13. If the information proves accurate and the space is in relatively good condition, prompt relocation might be possible for District Office No. 13. This possibility exists because the space is already rented and available as backfill. Investigation into this possibility continues.

### **Special Programs**

Chief D'Ilio and Assistant Chief Paparozzi met several times with then Assistant Commissioner Hilton and Commissioner Fauver regarding the proposed expanded Electronic Monitoring (EM) Program. Subsequently, a meeting was held with Senator Kosco. Concomitantly, a video tape regarding the electronic monitoring program had been prepared for the legislature, etc. An inmate handbook for EM is also being developed. Concerning staffing for electronic monitoring, the Chief and Mr. Paparozzi met with the Director, and staff, of the Office of Human Resources.

The Chief and Assistant Chief Paparozzi met with Commissioner Fauver, then Assistant Commissioner Hilton, staff of Governor Whitman's Office and Parole Board members regarding the possible uses of the EM Program. Theoretically, there are thousands of cases that could be released. The proviso, however, is the need for adequate staff and resources to implement new or expanded programs. Also, participant criteria, if circumscribed by offense, would limit participants. Prior to implementation there must be backfill of entry level positions created by assignment of present officers into program positions. Additional vehicles and safety equipment are also perceived to be required.

Efforts have begun to plan for the re-implementation of an EM Program involving Department of Corrections' inmates. The manual and handbook have been prepared, postings for the positions have been accomplished and interviews have begun. What is awaited is authorization to backfill the eighteen positions required for the program and at least ten additional state vehicles. Other equipment (including vests, flashlights, handcuffs and other safety gear) is also awaited. Additionally, the establishment of a pool of eligible participants is awaited, once the eligibility criteria is identified.

A proposal was approved and later implemented expanding the Intensive Surveillance/Supervision Program (ISSP) by five additional positions. This proposal was submitted upon advisement that several hundred offenders were in confinement awaiting the availability of space in the program. Parole Board members expressed this need in a meeting with the commissioner, the assistant commissioner and representatives of the Governor's Office. Bureau management then emphasized the need to backfill entry level positions and acquire additional vehicles to implement program expansion. Backfill positions were provided and vehicles were assigned from the Bureau's fleet.

## **Bureau of Parole Annual Report/Fiscal Year 1994**

### **Training**

The Bureau's training committee, reconvened to modify the Basic Training Course. With the assistance of COTA staff the course has been expanded to reflect peace officer status and to include firearms training. In March 1994, the Police Training Commission approved the training curriculum for parole officer recruits and veteran officers.

With the basic training needs, Methods of Instruction training was held during January at the Corrections Officers Training Academy (COTA) for a group of interested Bureau staff. With these graduates and other interested staff who qualified for waivers, the Bureau anticipates having approximately thirty Police Training Commission (PTC) certified trainers.

Medical examinations were completed for the first group of parole officers who were to be scheduled to attend parole Officer Basic Training. Training was scheduled to begin around the turn of the fiscal year. Bureau management continues to await advisement of needs by COTA to implement the first cycle.

The Bureau's instructors have been certified, the curriculum approved by the Police Training Commission and meetings continue to place the newly devised responsibilities into Administrative Code form.

### **Staffing**

Most of the Bureau's vacant positions were used to save the jobs of those staff members who had been assigned 600,000 and 900,000 numbers. The few remaining vacant positions were reclassified, reassigned or, in some way, processed for specific use.

The Intensive Parole Drug Program (IPDP) has been phased out. As such, the officers were assigned regular caseloads and the state vehicles were reassigned to the various districts' general fleet of cars.

A proposal to create the position of parole officer recruit was approved by the Department of Personnel. It has completely replaced the parole officer trainee and parole officer titles. The recruit will serve one year's probation during which time he/she must pass an eight-week residential course at the Training Academy and qualify with the use of firearms. Failure to meet either criteria will result in rejection of the recruit from the parole series. Following successful completion of the academy and one-year training as a recruit, there will be an automatic promotion to senior parole officer. Elevation of all current parole officers to the title of senior parole officer was also approved. As the new standards are put into effect, a person in a given title can be transferred anywhere in the Bureau (statewide) based on seniority and other needs.

During their March meeting, the Department of Personnel approved title of parole officer recruit and the automatic promotion of parole officers to seniors. In April, the Bureau was successful, through the Office of Human Resources, in having the present list certified. The authorization to backfill ISSP positions was given. The certified list provides a pool of recruits available to hire into entry level positions. It was essential that such certification occur promptly so the Custody Recruitment Unit could begin properly screening candidates according to the new standards. The promotion of existing parole officers to the senior title and the phase out of the parole officer title completely was in progress as the year closed.

## **Bureau of Parole Annual Report/Fiscal Year 1994**

### **On-Site Urine Monitoring**

District office responses concerning on-site urine monitoring shows limited interest in some districts. Feedback also showed that in spite of on-site testing, the number of samples sent to the DOC lab would not diminish. This information has been forwarded to the lab officials. Prior to instituting Bureau-wide on-site testing, word is awaited from SPB as to their acceptance of the results for probable cause.

### **Pre-Parole Re-checks and the Expansion of CCU**

With departmental approval, new policy and procedure have been instituted for pre-parole rechecks. In certain instances, the investigation may be completed via telephone by the Institutional Parole Officer (IPO) or the duty officer at the Central Communications Unit (CCU). This eliminates the need to send an investigation request to a district office. Further, new policy and procedure for the duty officers have been implemented. They may now be called upon to make various investigatory and supervisory contacts via telephone as needed. Among these contacts may be curfew checks, pre-parole recheck investigations, SPB investigation requests, etc.

### **Casebook Review Standards**

The standards for casebook reviews were revised and the appropriate insertions for the Administrative Manual were issued. Due to manpower shortages the standards had to be relaxed. For the same reason, manpower shortages, the supervision standards as issued during August 1992 were slightly modified and reissued. Emphasis is on presumptive advancement in a given parolee's supervision status requiring fewer contacts per period.

### **OBCIS**

All district offices are now doing their own CCH look-ups via their OBCIS terminal. The Bureau has the capacity to send, within the Bureau, point-to-point teletypes via the OBCIS terminals. The Bureau has received the necessary authorization and training has been given. However, training in the use of Promis Gavel and the County Correctional Information System ( accessible via OBCIS terminal) continues. Training is based on availability of Administrative Office of the Court (AOC) trainers for various district offices.

### **Peace Officer Status**

On August 9, 1993, former Governor Florio signed bills NJS 2A:154-4 and NJS 2C:39-6. As amended, the statute grants parole officers peace officer status and permits qualified parole officers to carry firearms. The Training Committee has met with COTA staff and has developed a Basic Training curriculum that meets PTC approval requirements. Approval having been received, it will now be the basic training course for parole officers hired in the future. Current staff will be trained in the new and added responsibilities and required skills.

### **Revenue**

A bill, known as the Safe and Secure Communities Act, was signed by former Governor Florio in August 1993. Part of this bill establishes a sixth type of revenue obligation that becomes third in priority order of collection. To adapt to this addition, the Bureau's bookkeeping materials have been



## **Bureau of Parole Annual Report/Fiscal Year 1994**

revised and, of necessity, new supplies have been distributed.

A news article appeared July 1993 in the Star Ledger concerning the collection of revenue obligations owed by offenders. Following this article, former Governor Florio ordered his Management Review Commission to convene a special task force. The special task force was established to investigate the size and issues related to unpaid revenue obligations owed by inmates, parolees, and probationers. Participants included representatives from the Administrative Office of the Court (AOC), the office of the Attorney General, the Department of Treasury, the Violent Crime Compensation Board (VCCB), the Office of Management and Budget (OMB), Chief D'Ilio, and former Central Office Revenue Unit (CORU) Supervisor Pavelec. A written description detailing both the Department's and Bureau's responsibilities with attendant policy and procedure were prepared. Deficiencies of the manual collection system were also included.

In a related note, the Attorney General's Office has advised that the Bureau may now begin submission of referrals on cases who are on general parole supervision. Sometimes, parolees have the means to pay on their revenue obligation but fail to make a "good faith effort to pay." These cases are referred to the Collection Unit of the Attorney General's Office. Staff in that office will process the case for payment according to the variety of means available.

The chief participated in a User's Needs Survey interview regarding establishing an automated revenue collection system. Over the past year, the revenue collection program has become politically active. As a result, additional court ordered obligations were established by statute. The manual collection system also "came under fire." The manual system limits, not only, the amount of money collected but the ability to accomplish related and necessary, ancillary functions for the program. Once the interview was completed, the transcript notes were returned for correction and further comments.

## Bureau of Parole Annual Report/Fiscal Year 1994

### PERSONNEL

The administrative assistant reports that as of June 30, 1994 the total complement of 442 staff members was distributed as follows:

Chief	1
Assistant Chiefs	2
Supervising Parole Officers	4
Project Specialist	1
District Parole Supervisors	14
Assistant District Parole Supervisors	24
Senior Parole Officers	267
Senior Parole Officers (IPO)	21
Parole Officer Recruits	7
Executive Assistant	1
Administrative Assistant	1
Clerical	<u>99</u>
<b>Total</b>	<b>442</b>

The parole officer title was phased out by fiscal year end and replaced by the entry level title of parole officer recruit. The parole officer recruit must complete a one-year probationary period. Successful completion of the probationary period allows promotion to senior parole officer.

In accordance with the new career ladder, all personnel holding the parole officer title were promoted to senior parole officer. Recruits were processed for entry level openings as the fiscal year ended.

Over a dozen staff members including former Chief Holley took advantage of the early retirement incentive.

The EM and IPDP programs and position numbers were abolished at the beginning of the fiscal year. All vacant positions were used to accommodate EM and IPDP staff who were engaged in general supervision activities when these programs and position numbers were abolished.

The job freeze on entry level positions continued during most of the fiscal year.

The ISSP Program was expanded by five caseloads and allowed for backfill of five entry level positions by recruits.

Since February 1994, DPS Pavelec's sick leave status has continued from her position and her seat on the ADTC Special Classification Review Board.

The Bureau was saddened to learn of the death two of its former employees and two active employees. The former employees were John H.C. West, DPS, and Eugene Gatti, Parole Officer. Parole Officers Toni Drew and Kathleen Edgerton were active employees.

**Bureau of Parole Annual Report/Fiscal Year 1994**

**CASELOAD**

As of June 30, 1993, various Bureau of Parole units reported responsibility for 40,346 cases. This represents an increase of 4408 cases, or 12.27%, over what was reported one year prior. Unit caseloads as of June 30, 1994 were as follows:

DISTRICT OFFICE	*1	*2	*3	*4	*5	*6	*7
1	0	1226	339	1565	1480	3045	3045
2	0	1319	52	1371	1159	2530	2530
3	0	903	88	991	801	1792	1792
4	0	1881	80	1961	1495	3456	3456
5	0	1265	111	1376	1112	2488	2488
6	0	1408	53	1461	1282	2743	2743
7	0	1652	140	1792	1267	3059	3059
8	0	1493	0	1493	1303	2796	2796
9	0	1051	58	1109	1263	2372	2372
10	0	953	134	1087	718	1805	1805
11	0	1066	141	1207	1422	2629	2629
12	0	1658	143	1801	1998	3799	3799
13	0	1317	46	1363	1372	2735	2735
CORU	0	0	0	0	5097	5097	5097
<b>TOTAL</b>	<b>0</b>	<b>17192</b>	<b>1385</b>	<b>18577</b>	<b>21769</b>	<b>40346</b>	<b>40346</b>

**Legend:**

- \*1 = Inmates Electronic Monitoring Home Confinement
- \*2 = Parolees - General Supervision
- \*3 = Parolees - New Jersey Cases Residing Out-of-State (SPOP)
- \*4 = Parolees - Time (General Supervision + SPOP)
- \*5 = Parolees - Ex-Max Revenue
- \*6 = Total Parolee Caseload
- \*7 = Grand Total

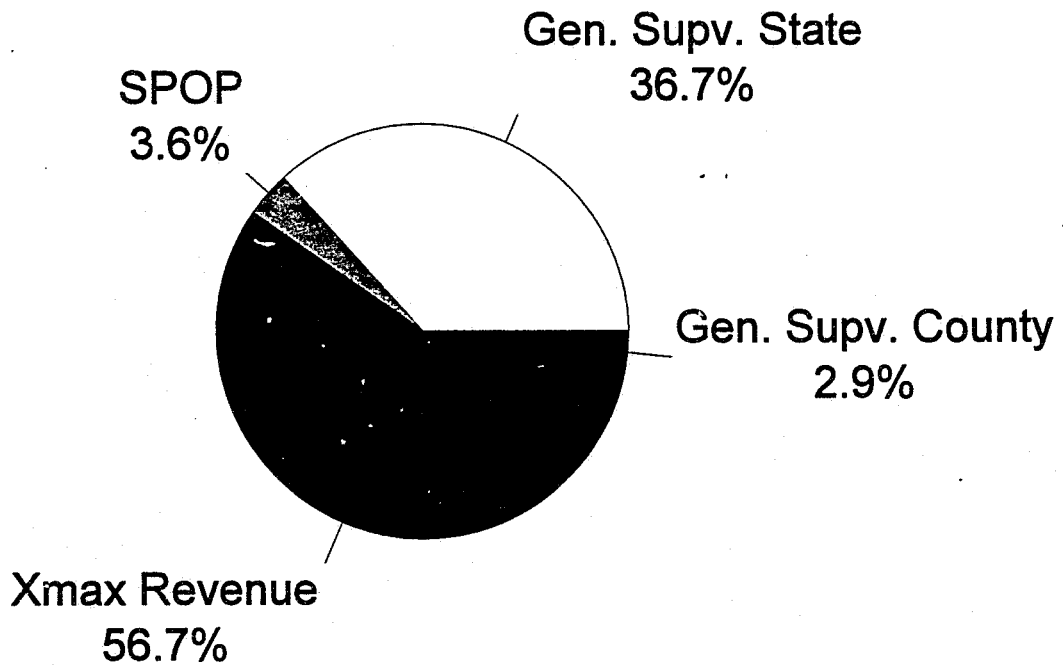
**Bureau of Parole Annual Report/Fiscal Year 1994**

The current Bureau total caseload of 40,346 includes:

- 17,192 - Parolees residing in New Jersey still serving time-portion of sentence
  - 1,420 - Females
  - 15,772 - Males
  - 1,128 - County sentenced parolees
  - 764 - Parolees supervised for other states
  - 605 - Juvenile parolees
- 1,385 - New Jersey parolees residing out-of-state
- 21,769 - State sentenced cases past maximum still owing court ordered revenue obligations

A responsibility of the Bureau's Central Office Revenue Unit (CORU) is processing money received from inmates owing and amortizing revenue obligations. These cases are not included in the Bureau case count, as they appear on the counts of the various institutions.

***CASELOAD BREAKDOWN GRAPH***  
*as of June 30, 1994*

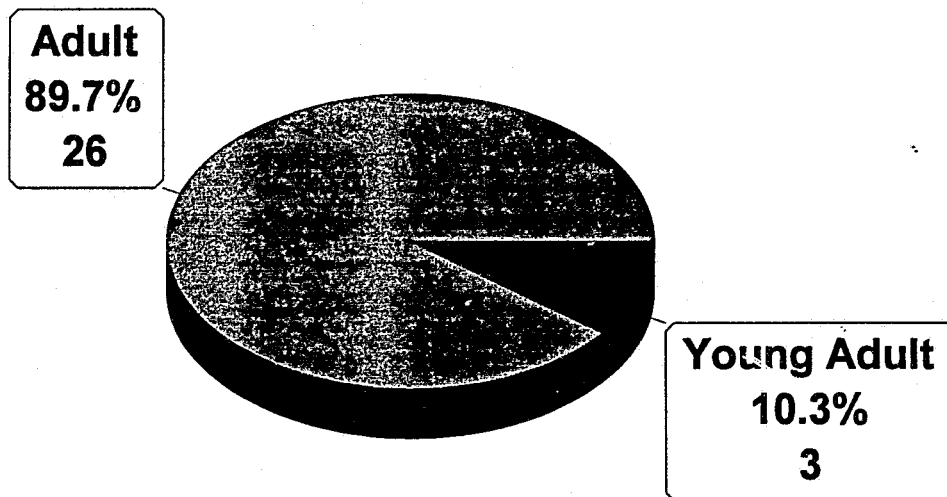


DISCHARGE BEFORE EXPIRATION OF MAXIMUM SENTENCE

Grants of discharge from parole are extended by the Parole Board upon the recommendation of the Bureau. During the fiscal year, twenty-nine (29) discharges were granted by the three Board panels. The break down was as follows: juvenile zero (0), young adult three (3), and adult twenty-six (26). Those discharges were distributed as depicted in the following graph:

**GRAPH: EARLY DISCHARGES GRANTED**

*Fiscal Year 1994*



**PROBABLE CAUSE HEARINGS**

These hearings mandated by the U. S. Supreme Court in the *Morrisey vs. Brewer* decision, are conducted by an administrative senior parole officer assigned to each district office. Initially, the hearings were conducted by supervising parole officers (the highest title under assistant chief). Policy and operating procedures were developed. Then, a Probable Cause Hearing Unit (composed of several senior parole officers and headed by a supervising parole officer) was established to conduct all of the hearings. This unit existed from January 1978 to September 1979. At that time, due to vehicle and budgetary restraints, the unit was disbanded and for the same reasons have never been reestablished, although efforts to do so continue.

Probable cause hearings scheduled and decisions rendered during Fiscal 1994:

District Office	Total Hearings	*1	*2	*3	*4	*5	*6	*7	*8	Total Decisions
1	384	141	110	133	9	374	9	1	0	384
2	281	82	0	152	5	274	5	1	0	281
3	363	213	79	70	18	345	18	0	0	363
4	716	360	0	258	45	661	45	9	1	716
5	627	285	0	209	23	604	23	0	0	627
6	490	222	14	162	8	478	8	1	3	490
7	1020	544	175	301	9	1007	9	2	2	1020
8	709	307	0	203	44	659	44	5	1	709
9	215	65	2	121	9	204	9	2	0	215
10	459	155	2	175	2	454	2	3	0	459
11	342	142	0	118	10	326	10	6	0	342
12	373	134	6	160	19	350	19	4	0	373
13	583	171	105	295	8	574	8	0	1	583
IPO	306	12	222	0	0	256	0	0	26	306
<b>Total</b>	<b>6868</b>	<b>2833</b>	<b>715</b>	<b>2357</b>	<b>209</b>	<b>6566</b>	<b>209</b>	<b>34</b>	<b>35</b>	<b>6868</b>

\*1 Hearing requested and hearing held.

\*2 Hearing waived and hearing held.

\*3 No response from parolee and hearing held.

\*4 Hearing waived and no hearing held.

\*5 Probable cause found and formal revocation hearing to follow.

\*6 Continuation on parole recommended although valid violation(s) determined

\*7 Continued on parole-no valid violation(s) determined

\*8 Other

# Bureau of Parole Annual Report/Fiscal Year 1994

## PROBABLE CAUSE HEARINGS (Continued)

Probable cause was found with a revocation hearing to follow in 6566 of the decisions rendered or 95.6% of the time. The number of hearing held (6,868) during FY 94 represents an increase of 7.9% over the number of hearings held in FY 93. This is an increase of 29% over the number of hearings held ten years ago in FY '84.

### RATIO OF FIELD TO OFFICE TIME

The following chart shows the hours and percentage of officer's time spent in the office as compared to the field in Fiscal 1994.

DISTRICT OFFICE	OFFICE	FIELD	TOTAL
1	12438	8414	20852
2	14955	6197	20852
3	11824	10466	41704
4	18697	7063	83408
5	15639	8780	166816
6	19164	12578	333632
7	25284	12168	37452
8	12097	10143	22240
9	12588	8661	21249
10	12566	9442	22008
11	12870	6185	19055
12	15612	10057	25669
13	16171	8012	24183
Total	199905	118166	318071
Percent	63%	37%	100%

### OFF-HOUR VISITS

During the fiscal year, Bureau staff made contacts after normal working hours as follows:

DO #1 - 545 contacts  
DO #2 - 121 contacts  
DO #3 - 202 contacts  
DO #4 - 51 contacts  
DO #5 - 1271 contacts  
DO #6 - 200 contacts  
DO #7 - 742 contacts  
DO #8 - 384 contacts  
DO #9 - 587 contacts  
DO #10 - 598 contacts  
DO #11 - 1125 contacts  
DO #12 - 91 contacts  
DO #13 - 92 contacts  
Total - 6009

**CASEBOOK REVIEWS**

Casebook reviews are considered a personnel management tool of the district supervisor. The parole officer records contacts made on each case in the casebook. For a specific day, supervisors can compare recorded casebook contacts to the recorded activities of the officer. The reviews are a case work supervisory tool also. It allows the supervisor the opportunity to review the progress of the various cases. Upon completion of the review, the reviewer evaluates the casework and casebook maintenance either satisfactory or unsatisfactory.

During the year, 321 reviews were completed. Ten percent (10%) of those rated received an unsatisfactory rating. An unsatisfactory rating is followed by a period of 30 days during which an opportunity is provided to remedy the deficiencies. Ultimately, termination of employment may result from failure to correct the deficiencies.

**TEAM SUPERVISION**

Team membership does not lessen a parole officer's individual caseload responsibilities. It does make his particular expertise, and that of other team members, available to the aggregate caseload. As of June 30, 1994, the districts reported the following team involvement:

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

The number, size and makeup of teams vary from district to district and within each district from time to time. The variance depends upon staff availability. Besides 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. Team members were usually parole officers or new parole officer recruits and may have significantly less experience. The members usually cover caseloads of those on the team who are absent either because of illness or vacation.



**Bureau of Parole Annual Report/Fiscal Year 1994**

**FURLOUGH/HOME VISIT/WORK/RELEASE PROGRAMS**

The Bureau investigates and monitors adult furlough and juvenile home visit sites to which eligible state inmates are released for brief specified periods. In addition, the Bureau does the initial investigation of certain employment sites for the state institutional work release program. The Bureau's contribution to all three programs includes insuring uniformity and consistency in operating procedures, notifying law enforcement authorities, and providing feedback to the various institutional Classification Committees. Program procedures were undergoing some change as the fiscal year ended.

The following table provides information for the fiscal year regarding the investigatory efforts made by the Bureau's thirteen district offices. As this is an ongoing effort, investigations are not necessarily completed during the month in which the investigation is received. Most of the sites investigated are approved.

DISTRICT	ADULT FURLOUGHS				JUVENILE,	HOME	VISITS	WORK/	RELEASE
OFFICE	req.	compl.	disp.	req.	compl.	disp.	req.	compl.	disp.
1	249	241	17	24	15	2	3	3	0
2	140	129	22	33	28	6	0	0	0
3	126	126	27	16	16	3	0	0	0
4	171	170	53	17	17	6	0	0	0
5	230	146	32	24	10	5	3	1	0
6	254	208	91	30	17	11	16	15	3
7	361	330	67	105	101	28	1	1	0
8	203	232	47	24	25	9	0	0	0
9	103	101	0	20	18	0	0	0	0
10	197	151	52	18	13	6	11	10	3
11	170	87	20	39	21	9	8	5	1
12	240	225	45	42	46	18	1	0	0
13	173	108	18	43	27	7	1	0	0
<b>TOTAL</b>	<b>2617</b>	<b>2254</b>	<b>491</b>	<b>435</b>	<b>354</b>	<b>110</b>	<b>44</b>	<b>35</b>	<b>7</b>

**INSTITUTIONAL PAROLE PROGRAM**

Thirteen institutional parole offices are maintained at major state institutions. Some offices cover more than one institution and all cover at least one satellite institution. For offenders released on parole, they provide the services needed between the institution and the field staff to effect a smooth reentry into the community. In addition, the district offices provide pre-parole planning and release services to the various county facilities. These services are provided for state and county inmates and to community pre-release centers for state inmates. Services other than those shown below have over taxed the current staff. Additional services include pre-release interviews of individuals scheduled to be released at maximum expiration of sentence still owing their court mandated revenue obligation. A need for expansion in personnel at some locations is evident. A unit to service county facilities and pre-release centers is also needed.

**State Institutional Parole Activities**

Inst.	Parole Releases	Placement Releases	Pre-Parole Interviews	Inmate Requested Interviews	Parole Classes	Orientation Classes
NJTSB	552	19	1283	349	324	12
JMFS	126	11	230	42	126	214
MYCF	1258	83	1918	2078	139	45
ACWYCF	553	54	1161	211	233	18
GSRC	666	52	999	466	218	40
EMCF	640	92	815	580	613	0
BSP	1344	301	1843	493	1047	0
MSCF	352	102	783	686	352	3
NSP	947	126	1727	948	1360	0
EJSP	690	54	1584	563	647	40
RFSP	560	69	1336	1546	205	12
SSCF I&II	585	134	1212	711	592	0
NJSP	214	35	1742	815	214	3
ADTC	12	6	73	111	10	0
<b>TOTAL</b>	<b>8499</b>	<b>1138</b>	<b>16706</b>	<b>9599</b>	<b>6080</b>	<b>387</b>

**District Office Institutional Parole Activities At County And  
Community Facilities**

DISTRICT OFFICE	PRE-PAROLE INTERVIEWS	PAROLE RELEASES
1	499	520
2	1213	1146
3	296	197
4	813	535
5	584	331
6	648	393
7	552	291
8	772	559
9	269	269
10	886	481
11	523	378
12	1384	989
13	0	0
TOTAL	8439	6089

Compared to Fiscal Year 1993, there was a decline in pre-parole interviews conducted. Interviews conducted at state institutions decreased by 2.46%. Interviews conducted by district office staff were down by 3.07%.

PAROLEE EARNINGS (CALENDAR 1990)

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

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

TRAINING

Orientation And On-The-Job Training:

Broad orientation is provided periodically to professional employees. In addition, each field officer hired is given 30-days on-the-job training in the district office. Before assuming a caseload, each officer is given an orientation to office procedure and systems. The officer is also familiarized with the Administrative manual. Then the officer is required to accompany experienced staff into the field for introduction to other agencies and the district caseload. Observations of the field officers daily activities, are followed by performance under the critical scrutiny of veteran personnel. Caseload assumption does not occur until after a full 30 days of intensified training. Significant changes affecting this training will occur with the start of formal agency training that will become a part of the new Basic Training Course for parole officers.

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

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

## **Bureau of Parole Annual Report/Fiscal Year 1994**

### In-Service Training:

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

### Basic Training Curriculum Development:

The Police Training Commission (PTC) has approved the Basic Training Course for Parole Officers. Staff at the Corrections Officers Training Academy (COTA) are finalizing the curriculum and attendant testing material. Upon completion, the material must be reviewed and approved by the office of the Attorney General and the PTC. Implementation of the basic training course is anticipated shortly after the beginning of the new fiscal year.

### Other Training Activities:

Various personnel attended the following training:

- 2:C Statute Training - COTA
- ACA Annual Congress and Conference
- APPA Annual Training Conference, Institute, and Executive Board Meetings
- Assessment of Eminent Danger of Supervising Violent Offenders
- Computer Technology Seminars
- Defensive Tactics - COTA
- Defensive Tactics Instructor Class at COTA
- Georgia and South Carolina Probation and Parole Association Training Conference
- How to Manage Conflict
- MASCA Convention and Conference
- National Conference/National Association of Blacks in Criminal Justice
- New Jersey State Police NCIC Training
- Revenue Officers Training Meeting
- SMUG (microcomputers)/ OTIS Seminars
- Seminar on Interpreting, Transliterations and Translations
- South Carolina Parole and Probation Association Conference
- Technology for the 90's Seminar
- Trouble Shooting and Maintaining the PC
- Word Perfect 5.1

**REVENUE COLLECTION PROGRAM**

Revenue collection by the Bureau of Parole is authorized by statute. The Parole Act of 1979, subsequent statutory amendments, and N.J.S. 2C:46-4, allow collection of certain revenues by the Bureau. Revenues are collected from persons convicted of an offense who have been committed to the Department of Corrections. These offenders may be current inmates, persons on parole, or persons who have completed the time portion of their sentence.

**Violent Crimes Compensation Assessment (VCCB):**

VCCB is a court imposed assessment against all adults convicted of an offense and juveniles adjudicated delinquent. The money that is collected by the Bureau is deposited in a Department of the Treasury general account. It is then transferred to a special account available to the Violent Crimes Compensation Board. This Board administers compensation to victims of violent crimes for loss of earnings and non-reimbursed medical expenses. The minimum assessment is \$50 for adults convicted of nonviolent offense and \$100 for adults convicted of violent offenses. For all juvenile offenders, the minimum amount is \$30. The maximum amount is \$10,000 for all violent offenders. Five dollars of the first \$30 of each assessment is applied toward the Victim/Witness Advocacy Fund administered by the Division of Law, Department of Law and Public Safety. According to statute, VCCB assessments are first in priority of payment. All payments are applied to this assessment until it is paid-in-full.

**Restitution:**

The court may award crime victims restitution for losses suffered. The State Parole Board may also require that a person granted parole make full or partial restitution. The amount of the restitution is set by the sentencing court upon request by the Board. Statutorily, restitution has second priority of payment after a VCCB assessment is paid-in-full.

**Safe Neighborhood Services Fund Assessments (SNSF):**

SNSF is a court imposed assessment signed into law during August 1993. Money collected from this assessment will be used to enable municipalities to hire and place more police officers on the street and to enhance their existing police equipment.

**Forensic Laboratory Fee (FLF):**

Convictions under the "Comprehensive Drug Reform Act of 1986," require the Court to assess a criminal laboratory analysis fee, FLF. There is a fee of \$50 for each offense for which there is a conviction. Juvenile offenders are assessed \$25 for each adjudicated offense. Collected fees are disbursed according to N.J.S. 2C:35-20. They are used to defray the cost attendant to the laboratory analysis of substances taken as evidence. Forensic Laboratory Fees have third priority of payment.

**Mandatory Drug Enforcement and Demand Reduction Penalty (DEDR):**

The Court assesses a DEDR penalty against each person convicted, or adjudicated delinquent, for a violation of any offense delineated in the "Comprehensive Drug Reform Act of 1986." This penalty may range from \$3000, for a crime of the first degree, to \$500, for a disorderly or petty disorderly person offense. According to statute, all monies collected shall be forwarded to the

**Bureau of Parole Annual Report/Fiscal Year 1994**

Department of the Treasury. The money is then deposited in a non lapsing revolving fund to be known as the "Drug Enforcement and Demand Reduction Fund." Monies in the fund shall be appropriated by the Legislature on an annual basis. It is used to fund the Alliance to Prevent Alcoholism and Drug Abuse and other alcohol and drug abuse programs. The DEDR penalty is the fourth priority of payment.

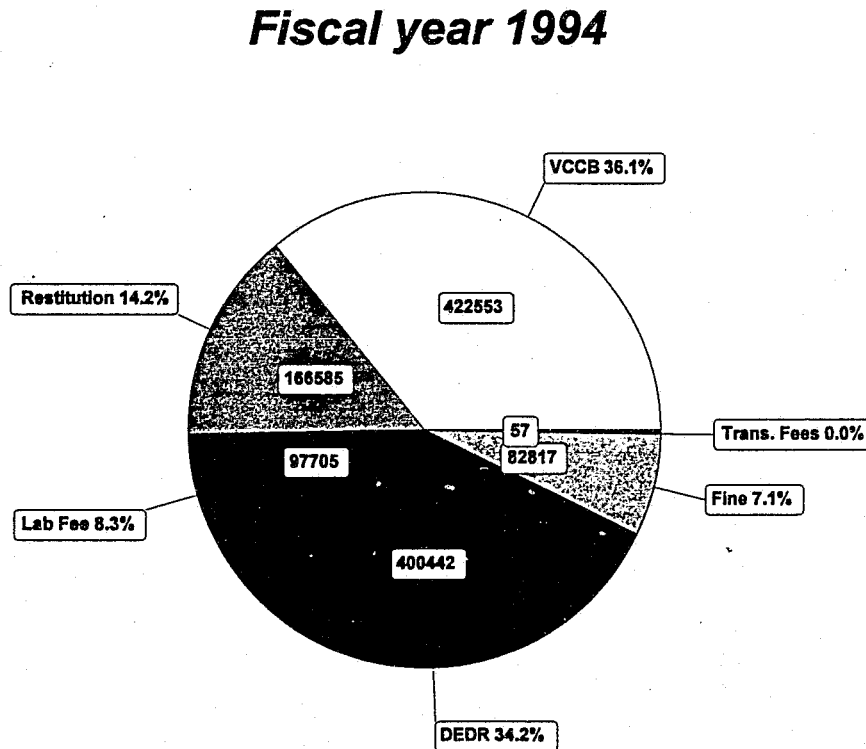
Fine:

Besides any, or all, of the above, the court may sentence a defendant to a sentence of imprisonment and an additional fine. Fines are the fifth priority of payment.

Transaction Fee:

For convictions in Superior Court of offenses which occurred on or after February 1, 1993, a transaction fee is imposed. For the six types of revenue obligation specified above, this fee is paid on each payment, or installment payment, toward satisfaction of the obligation.

**GRAPH: ALLOCATION OF COLLECTIONS**



The above graph depicts the allocation of the \$1,170,107 that the Bureau Collected during the past fiscal year.

**Bureau of Parole Annual Report/Fiscal Year 1994**

**Revenue Collection:** The Central Office Revenue Unit (CORU) reports, both by chart and graph, the following total Bureau collections by revenue obligation type and location of collection for Fiscal Year 1994.

**REVENUE COLLECTION CHART**

DISTRICT	*VCCB PENALTY	*Restitution	*SNSF ASSMENT	*FORENSIC LAB FEE	*DEDR PENALTY	*FINE	*INSTALL MENT TRANS. FEE	TOTAL
1	26,994	9,406	0	6,360	37,830	1,736	14	55,346
2	20,607	20,402	0	5,308	18,301	7,590	0	72,208
3	21,366	18,826	0	4,736	31,389	8,486	0	84,803
4	21,045	1,674	0	5,430	25,231	11,584	0	64,964
5	30,345	10,795	0	10,111	37,027	5,695	0	93,973
6	21,553	10,631	0	5,127	27,722	3,678	0	68,711
7	22,323	10,377	0	5,836	22,062	2,049	0	62,647
8	35,719	24,256	0	9,142	40,535	8,220	0	117,872
9	13,305	810	0	3,630	11,545	620	0	29,910
10	28,318	15,667	0	5,989	39,864	2,940	1	92,779
11	24,683	16,063	0	5,106	32,560	15,829	0	94,241
12	24,158	7,075	0	6,198	30,495	5,466	0	73,392
13	20,480	830	0	4,996	13,779	1,578	0	41,663
**CORU	111,657	19,773	0	19,736	32,102	7,346	42	190,614
TOTAL	\$422,553	\$166,585	\$0	\$97,705	\$400,442	\$82,817	\$57	\$1,170,107

\* All figures are rounded to the nearest dollar amount

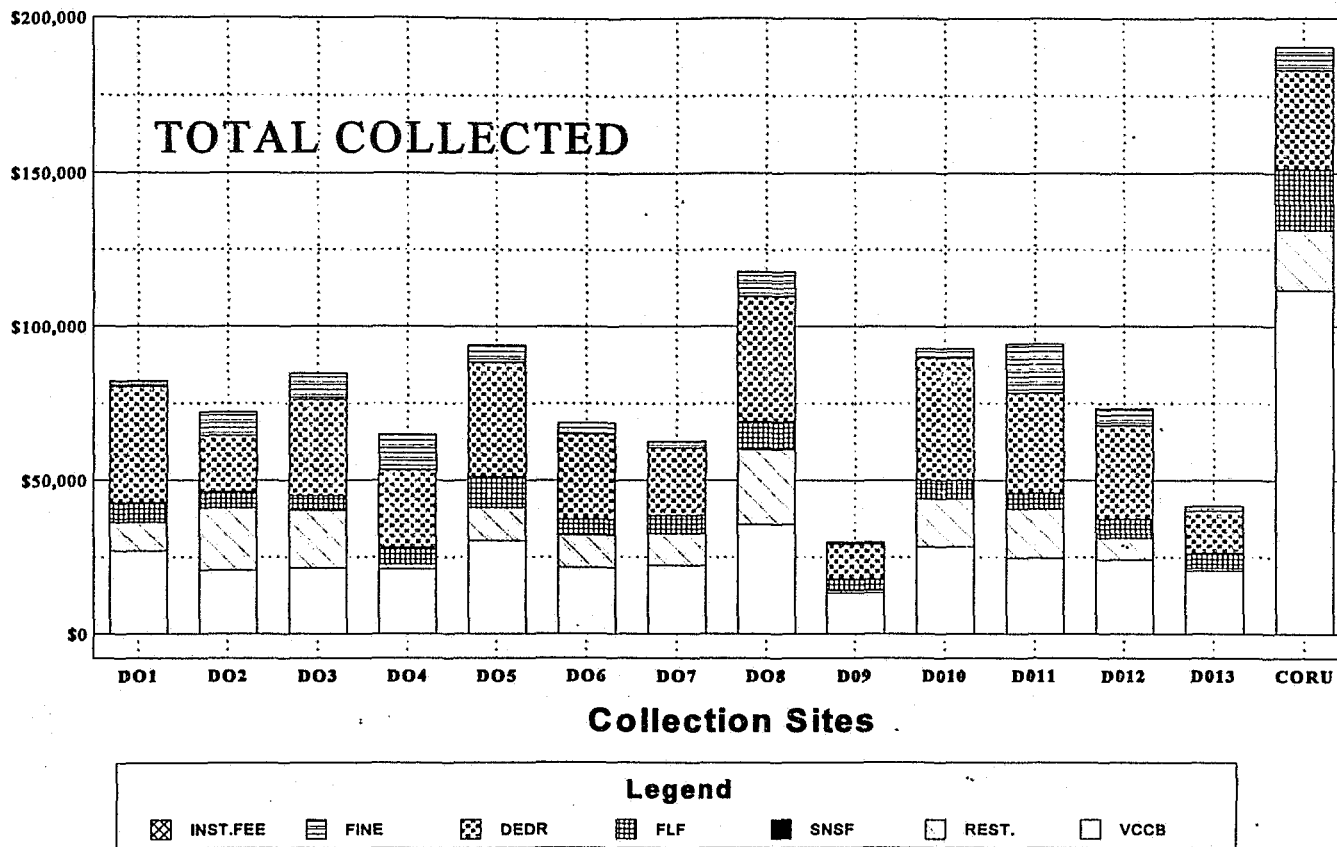
\*\* Totals for CORU include amounts received through the efforts of Institutional Parole Officers



GRAPH: FY1994 REVENUE COLLECTIONS

# FY 1994 REVENUE COLLECTIONS

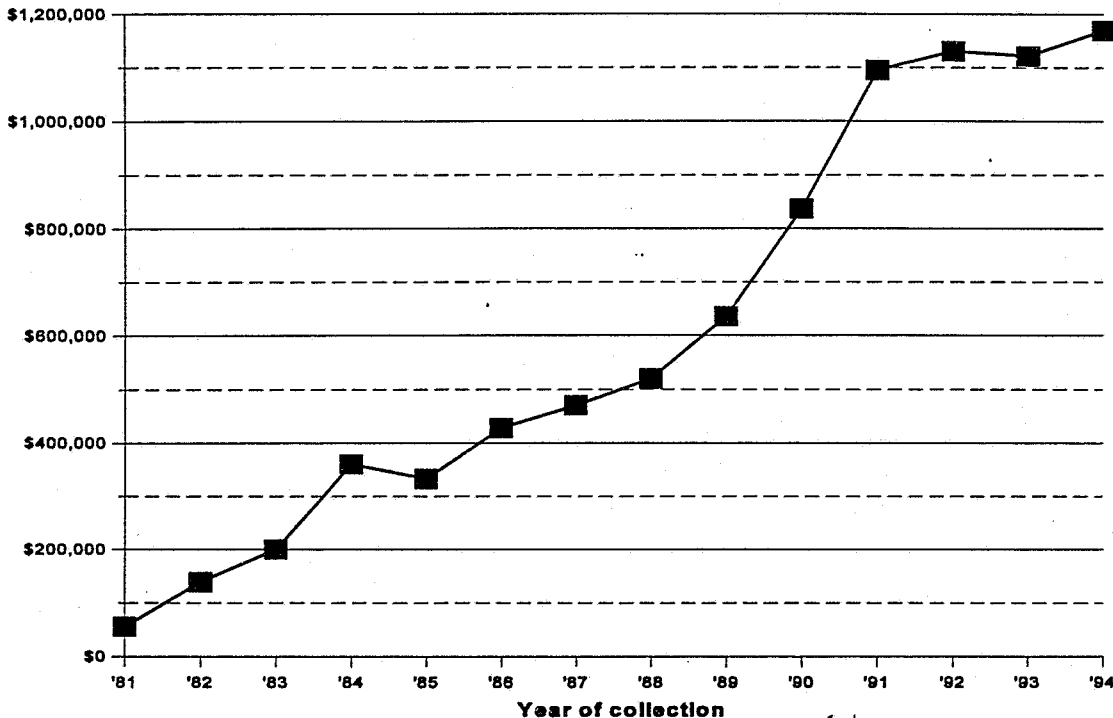
as of June 30, 1994



**Bureau of Parole Annual Report/Fiscal Year 1994**

The Bureau has collected \$8,495,421 since collections started in FY 1981. The following depicts the annual collection for each year since the inception of the Bureau's revenue collection program.

**GRAPH: ANNUAL BUREAU COLLECTIONS  
FISCAL YEARS 1981 TO 1993**



**Accounts Receivable**

The total recorded accounts receivable for the Bureau at the end of the fiscal year was \$85,967,939. This amount is broken down as follows:

DO #1	\$ 7,277,206	DO #8	\$ 7,628,723
DO #2	\$ 3,440,269	DO #9	\$ 2,328,505
DO #3	\$ 4,441,577	DO #10	\$ 3,826,736
DO #4	\$ 5,492,530	DO #11	\$ 7,044,951
DO #5	\$ 6,480,568	DO #12	\$ 5,098,634
DO #6	\$ 6,761,952	DO #13	\$ 9,281,244
DO #7	\$ 2,321,114	CORU	\$14,543,934

Central Office Revenue Unit (CORU) collections include those from Department of Corrections deductions from inmate wages. This is authorized by statutes on deductions from inmate work release and institutional wages. Regular payments are also received from those inmates assigned to halfway houses. District Office collections are from parolees. Both CORU and the district offices collect from those individuals whose maximum sentence has expired, but revenue is still owed.

## **Bureau of Parole Annual Report/Fiscal Year 1994**

Parolees are required to maintain a schedule of payments which is based on a realistic ability to pay. Revenue adjustment sessions and Probable Cause Hearings (part of the parole revocation process) are held for parolees who fail to make their scheduled payments. Referrals may also be made to the office of the Attorney General's Collection Unit for assistance.

All inmates/parolees who have reached the maximum date of their sentence (x-max) still owing revenue are also required to maintain a schedule of payments. When scheduled payments are not made, their debt may also be referred to the Attorney General for collection. These referrals are made if the person has a known address and a source of income and/or assets. The Attorney General will sue or initiate any such action as deemed appropriate to effect collection. One hundred twenty-seven (127) referrals were made during this past fiscal year from the district offices and CORU. During the fiscal year, \$180,908 was collected through the efforts of the Attorney General based on referrals by the Bureau.

### **Revenue Officer's Training:**

The Central Office Revenue unit continued to arrange and host training sessions for the revenue officers from the district offices at the departmental central office complex. Trainers were CORU staff and guest speakers from various outside agencies involved in some aspect of the Bureau's revenue collection program. The training provided helps to ensure a more efficient and unified operation of the collection program. It also gives the staff a better understanding of the Bureau's relationship with the many agencies. The following topics were discussed:

Governor's Management Review Commission Task Force on Assessments,  
Fines, and Restitution  
Protocol between the Administrative Office of the Courts and the Bureau  
of Parole  
Automation of Revenue Records and Payments  
Referrals of Delinquent Cases to Attorney General's Office

Speakers at these meetings included:

County Victim/Witness Coordinators  
John Krieger, Governor's Council on Alcoholism  
Sharon Koch, VCCB  
Kenneth Bossong, Director, N.J. Lawyer's Fund  
Cullan Herald-Evans, Therapist/Administrator, Catholic Charities of Trenton  
Patrick Brown, Supervising Accountant, Bureau of Audits and Accounts  
Kevin May, Administrative Analyst, Bureau of Management & Information  
Systems  
Victor R. D'Ilio, Chief, Bureau of Parole

### **Central Office Revenue Unit Contacts With Other Agencies:**

\* U.S. Bureau of Prisons, Federal Wardens, Federal Case Managers, U.S. Marshall Service, and U.S. Immigration and Naturalization Service regarding the payment of revenue obligations to the New Jersey Bureau of Parole by federal inmates or detainees under the guidelines of the Federal Inmate Financial Responsibility Act

## **Bureau of Parole Annual Report/Fiscal Year 1994**

- \* Various county probation departments regarding transfer of collection responsibilities for obligations owed
- \* Administrative Office of the Courts regarding obligations owed by inmates resented to their Intensive Supervision Program
- \* Various New Jersey Municipal Courts regarding obligations owed by inmates
- \* Various county prosecutors regarding confiscation of property to partially, or wholly, satisfy revenue obligations
- \* Violent Crimes Compensation Board regarding victim compensation and reimbursement
- \* New Jersey Bar Association's Client Security Fund regarding restitution to victims who were defrauded by New Jersey attorneys
- \* Department of the Treasury, Receivables Management Section, regarding write-offs of accounts of the deceased
- \* New Jersey Department of Labor, Division of Income, regarding name and address of most recent employer for both delinquent payers and parole absconders
- \* New Jersey Department of Health, Bureau of Vital Statistics, regarding verification of death of persons with open accounts

### **INTENSIVE SUPERVISION SPECIALTY PROGRAMS**

At the close of the fiscal year, there were four special intensive supervision programs in operation: the Intensive Supervision and Surveillance Program (ISSP), the Electronic Monitoring Program (EMP), the Juvenile Aftercare program (JAP), and the Juvenile Drug program (JDP). The experience of senior parole officers has provided them with the expertise essential to meet the varied needs of the population supervised; therefore, senior parole officers are assigned to supervise the caseloads in these special programs. Officers attempt to control the behavior of the parolees and/or inmates assigned to their supervision through casework and, if necessary, by removal from the community. The programs facilitate community reintegration of offenders while simultaneously assuring public safety through the judicious use of the violation process. Officers provide direct counseling services when warranted and feasible. However, when needed, direct referrals are made to appropriate public and private community resource agencies. It is incumbent on the program staff to develop a network among law enforcement personnel who can then assist with the removal of violators from the community. The programs emphasize a pro-active supervision philosophy. Officers develop case plans with concrete goals and objectives that are updated as needed. The special programs are based upon the belief that smaller caseload size will enable officers to provide higher levels of both service delivery and monitoring of parolee and/or inmate activity. Ideally, caseload size should not exceed twenty-five. At the end of fiscal year 1994, there were three hundred seventy (370) offenders in the various special intensive supervision programs.

**Intensive Supervision and Surveillance Program (ISSP):**

The ISSP remained operational throughout the previous fiscal year. The program was maintaining a waiting list of inmates until May of 1994 when five additional senior parole officers were hired to work in the program. Vehicles for the five additional officers were reallocated from the Bureau of Parole's existing fleet. Because of the program's expansion in May, five caseloads were created as follows: two in DO #13, one in DO#10, one in DO#7, and one in DO#5. The creation of these caseloads has reduced the inmates waiting list to manageable proportions.

The ISSP continues to function as a program of the district offices. Oversight for the implementation of the ISSP rests with the regional supervising parole officers assigned to the northern and southern regions. These supervising parole officers report their audit findings and general program progress to the Assistant Chief in charge of special programs.

Recent research on the ISSP was completed. When compared to a similar group of parolees assigned to traditional parole caseloads, ISSP participants show a 20% lower rate of recidivism.

**Electronic Monitoring Program (EMP):**

During the last fiscal year, the EMP continued a program designed to assist counties in depopulating local jails. At the midyear point, the Department notified the five participating counties that they would be responsible for reimbursing the Department for the cost of equipment leasing and monitoring services. Atlantic and Cumberland counties decided to end its participation in the program. Bergen and Mercer counties were added. This resulted in the participation of five counties: Bergen, Hudson, Middlesex, Mercer, and Union.

The average daily EMP county population was thirty (30). There are no plans to expand the county program. There are, however, plans to resume operations of an EMP for state sentenced inmates. A program for state inmates is being designed. During the last fiscal year OMB authorized funds for staff on EMP for approximately 200 state sentenced inmates. Under the proposed program design, certain inmates would be released to the EMP and assigned to specifically trained intensive supervision officers. The proposed staffing of the program will permit around the clock supervision and response to violations. It is anticipated that the proposed EMP will commence operations in the coming fiscal year.

**Juvenile Aftercare Program(JAP):**

The Bureau of Parole currently operates this special program for youthful offenders in District Offices 6 and 10. It concentrates on lending assistance to juveniles, who are supervised intensely. Another intensive program for youthful offenders is in the planning stages.

**Juvenile Drug Program (JDP):**

This is an intensive program operated in districts 7 and 12. The funding for this program is provided to the Department by the Department of Health through the Department of Human Services. The officers assigned with JDP handle caseloads of not more than 25 parolees who have been identified

## **Bureau of Parole Annual Report/Fiscal Year 1994**

as substance abusers. Parole officers assigned to this program are extensively involved in the pre-release and aftercare phases of supervision.

### **Intensive Aftercare Program (IAP):**

The IAP is proposed as a model program for youthful offenders. Because of a federal grant from OJJDP, the IAP model was developed by John Hopkins University. Several staff members of the Department have received specialized training regarding the design and implementation of the IAP.

The Department has proposed to implement a pilot program in Essex County and Camden County. Specially trained senior parole officers would be assigned caseloads consisting of not more than 25 parolees. The officer would work closely with a case manager (assigned to the program from the Department of Human Services) and certain residential facilities. The target population for this program will be identified by institutional classification committees. Subsequent screening of eligible inmates will be conducted by the parole officer, the case manager, and the State Parole Board.

### **OFFICE OF INTERSTATE SERVICES**

On December 1, 1986, The Office of Interstate Services was transferred to, what is now, the Division of Operations. It was previously a part of the Bureau of Parole, in the former Division of Policy and Planning. Although it is no longer a part of the Bureau of Parole, presently there is a procedure under which the New Jersey cases, residing out-of-state, are placed on a New Jersey district office case count. The district then becomes responsible for maintaining the correspondence, follow-ups, and certain decision making authority concerning these cases. They also maintain contacts, as necessary, with other states through the Office of Interstate Services. Similarly, the New Jersey cases who are residing out-of-state, have completed the time portion of their parole, but still owe revenue obligations. They are also being monitored by the district offices for collection purposes.

In January 1994, the State Parole Board asserted its right to approve the application of any parolee or candidate for parole status to reside out of state. The procedures for this were still being worked out with the help of the N.J. Attorney General's Office as the year came to a close.

### **VOLUNTEERS IN PAROLE PROGRAM**

As a component of the Bureau of Parole, the Volunteers in Parole Program is designed to provide help through a pool of individuals from the community. These individuals are qualified and willing to assist the Bureau personnel in serving the varied needs of its many diverse clients. Students from various colleges and universities continue to serve internships at the Bureau field sites as part of a cooperative arrangement involving the Volunteers in Parole Program. There were eight interns in the program during Fiscal Year (FY) 1994. This is down 33% from FY 1993 and 52% from FY 1992.

The following volunteer categories reflect the service needs of the bureau of Parole while showing the scope of ways in which volunteers can provide valuable assistance.

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

## **Bureau of Parole Annual Report/Fiscal Year 1994**

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

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

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

Student Intern - assumes the same role as parole officer aide. The category is the development of the cooperation between the Bureau and institutions of higher learning.

### **NCIC/SCIC OPERATIONS**

The primary responsibilities of the NCIC/SCIC operator are to enter all "wants," supplemental wants, modifications and cancellations. The operator is responsible for obtaining administrative inquiries, criminal histories and taking necessary actions in notifying the Office of Interstate Services, and the district office involved, of any "hits." Furthermore, unit personnel directs that a notice to "clear" appropriate entries is forwarded and follows-up to assure that the action is taken. In addition, all entries (wants) and cancellations are relayed to the Department's Central Communications Unit daily. A mirror file is kept there to provide 24-hour a day, 365 days a year verification of the status of wanted persons for requesting agencies.

Validation of select records previously entered in the system is completed monthly. Notice of the action is also given to the New Jersey State Police monthly. This is a prerequisite for staying in the system.

The yearly computer activity was as follows:

Entries	1741
Cancellations	1495
Modifications	28
Supplementals	1625
Notifications	470
Teletypes	27
Multi State ID	544
<u>Off Line Inquiry</u>	<u>274</u>
Total Transactions	6368

**PUBLIC RELATIONS**

Positive public relations contacts are always an essential responsibility of each employee of the Bureau of Parole. Parole failures are often well publicized, while parole successes, although much larger in number, are understandably usually known only to a relative few. The Bureau's responsibilities have expanded into larger, more complex programs. Therefore, emphasis must be placed on educating the public about the role the Bureau has in New Jersey today.

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

Asbury Park Drug Free Alliance  
Atlantic City Rescue Mission  
Atlantic County Mental Health  
Bayshore Youth and Family Services  
Bucks County Community College  
Burlington County Detectives Association  
Camden County Detectives Association  
Cape Counseling  
Center of Love  
Child Abuse Task Force of Essex County  
Clifton High School Social Studies Class  
Delaware Valley Law Enforcement Association  
Dudley House Residential Substance Abuse Treatment Facility  
Essex County Detectives Association  
Gloucester County Investigators  
Gloucester Detectives Group  
Hamilton Township Detectives Association  
Hunterdon County Investigators Association  
Images of New Jersey  
Integrity Inc.  
Italian-American Police Society of New Jersey  
Joint Connection  
Kean College  
Monmouth-Ocean County Intelligence Bureau  
Morris County College  
New Horizon Drug Program  
New Jersey Shomrim Society  
Northern Valley/Passaic Valley Detectives Group  
ODAT Drug Program  
Passaic County Crime Clinic  
Paterson Police Academy  
Plainfield High School  
Professional Addictions Counselors of Essex County



## **Bureau of Parole Annual Report/Fiscal Year 1994**

Professional Advisory Council of Alcohol and Drug Abuse of Union County  
Services United Inc. Junior Entrepreneurs  
Tri-State Investigators  
U. S. Immigration and Naturalization  
Venture and Venture

- and a variety of police agencies, prosecutors' offices and other community agencies.

### **Staff of the Bureau of Parole served organizations in the following capacities:**

Alexander Domorski, Sr. PO, as a member of the Bayshore Youth and Family Services and member of the Monmouth-Ocean County Intelligence Bureau

Bryan Dorland, Sr. PO, was appointed to Governor Whitman's Transition Team for the Department of Corrections.

Catherine Evans, PO, as Secretary and member of the Burlington County Detectives association

Chester Waleski, Sr. PO, and Daniel Riccardo, PO, regularly participated in the TV Production "Paterson's Most Wanted." Several of DO#12's wanted persons have been apprehended because of the program.

Daniel Riccardo, PO, represents parole on the Passaic County Jail Liaison Committee

Eve Washington, PO, as member of a panel in Trenton for job placement services

George Kary, PO, as a member of the Asbury Park Drug Free Alliance

John Swayser, PO, is the treasurer of the Delaware Valley Law Enforcement Association

Jose Santiago, PO, served on the Trenton Puerto Rican Parade Committee

Kenneth Brown, PO, as member of APPA

Mario Paparozzi, Assistant Chief, as Treasurer and a member of the Board of Directors of the American Probation and Parole Association

Michael Bernal, PO, as trustee and sergeant at arms of the Italian-American Police Society

Michael Johnson, Sr. PO, member of Board of Directors, Center of Love

Susanne Pavelec, DPS, member of Board of Trustees, Volunteers in Courts and Corrections of New Jersey, a member of Special Classification Review Board, ADTC

W. James Erdmann, Sr. PO, President, H.O.P.E. Ex-Offenders of Hackensack

**STATISTICAL TABLES**

The figures compiled for, and reported in, the following charts and tables are completed manually from manually maintained records. Various staff members from several operating units are responsible for this work while continuing many other job responsibilities. Therefore, a margin of error must be allowed.

At the start of Fiscal Year 1992, the Bureau changed its method of maintaining statistical records. This was done to more realistically reflect the type and volume of the caseload responsibilities of the Bureau. However, as all records are still maintained manually, this conversion has created a margin of error. During Fiscal Year 1993, the Bureau embarked on a mission of error correction. This was in preparation for conversion to total electronic record keeping. In Fiscal Year 1994, the error correction continued and the conversion process to electronic record keeping began. It is anticipated that the first phase of the conversion will be completed in Fiscal Year 1995. Due to these processes, many comparisons to figures of prior years cannot be made. Hopefully, within a year or two comparisons can again be made. These comparisons may further allow trend projections.

The categories of cases for which the Bureau is responsible are broken down as follows:

- \* general supervision cases with subcategories by commitment type. These are both state and county sentenced parolees still serving the time portion of their sentence and residing in New Jersey.
- \* New Jersey cases residing out-of-state with no subcategories. These are persons paroled from New Jersey state institutions and residing in another state while still serving the time portion of their sentence.
- \* revenue collection only cases with no subcategories. These are state sentenced cases where the time portion of their sentence has expired, yet they still owe court imposed penalties, restitution, fees and/or fines.
- \* Home Confinement Program cases who are state sentenced inmates while they participate in the electronically monitored Home Confinement Program. Currently this program is inactive.

Not included are certain state sentenced inmates from various institutions for which the Bureau is responsible for the monitoring of their activities while they are on furlough/work release.

**Caseload (Table 1)**

On June 30, 1994, the Bureau of parole was responsible for 40,346 cases. Of this total, 17,192 were general supervision cases; 1385 were New Jersey cases residing out-of-state; 21,769 were revenue collection only cases; and there were no inmates in the Home Confinement Program.

Under Supervision 7/1/93.....	35,938
Total Cases Added.....	16,747
Total Cases Supervised.....	52,685
Total Cases Dropped.....	12,339
Under Supervision 6/30/94.....	40,346

**Returns to the Institutions** (Tables 2 and 2A)

Figures concerning the recidivism rate require some elaboration. The percentages are based on the total general supervision cases supervised during the year. Cases transferred between district offices are also included in this total because of the current decentralized manual record keeping process. Further, those sentenced after the expiration of their maximum sentence (for crimes committed while under parole supervision) are not included in the commitment or recommitment figures. However, cases still under general supervision sentenced for crimes committed before the parole date are included in the figures. The revocation process for solely technical violations can only be initiated when the violations are interpreted as serious and/or persistent. According to the Parole Act of 1979 as amended, proceedings cannot be initiated against certain parolees without permission from the State Parole Board. Permission must be obtained for parolees who admit guilt to a new offense or those whose arrests were under circumstances which might indicate prima fascia evidence of their guilt. Returns to the institution by commitments and technical violations during the fiscal year 1994 were 13.65% of the Bureau's general supervision caseload. The court commitment/recommitment rate was 1.64% and the technical violation rate was 12.01%. As indicated previously these figures cannot be compared to prior years due to the record keeping conversion.

**Missing Cases** (Tables 3 and 3A)

The percentage of general supervision missing cases on June 30, 1994 in relation to the total number of general supervision cases at that time was 14.62%. This represents a greater increase (3.22%) over the rate last year than the increase last year over the previous year (1.7% increase).

**Supervision** (Table 4)

While supervising the Bureau's caseload during Fiscal Year 1994, the Bureau field staff made a grand total of 373,724 supervision contacts and 41,773 investigation contacts. A total of 139,228 hours of the officer's time was spent in the field and the state vehicles assigned to the district offices were driven 1,221,903 miles.

**Conclusion**

In spite of the change in record keeping three fiscal years ago, the Bureau of Parole is still reliant solely on its components for the manual submission of information. From this information statistical data is compiled. Efforts continue by Department personnel to bring the mainframe programming of the Offender Based Correctional Information System in line with the Bureau's needs. Once this is completed, the Bureau can convert exclusively to electronic record keeping and to electronically generating the various statistical information.

CASELOADS - TOTALS

FISCAL YEAR-TO-DATE 1994

DISTRICT OFFICE NO.: 1-13 & CORU

CATEGORY	TOTAL FIRST OF YEAR	ADDITIONS			INTERNAL CHANGES					DELETIONS							TOTAL		TOTAL END OF YEAR
		RE-LEASE	PAROLE	TRANS-FER IN	*FROM		*TO			RE-COMMIT	FV OR RE-TURN	MAX OR \$ PAID	DISCHARGE FROM PAROLE OR EMHC	DEATH	RE-CALL	TRANS-FER OUT	ON	OFF	
					GENR SUPER-VISION	SPOF	GENR SUPER-VISION	SPOF	\$ ONLY										
*SPOF	1372	6	423	0	3	305	0	177	0	5	42	225	5	6	2	0	606	593	1385
**X-MAX REVENUE	16078	2311	0	144	0	0	0	0	4479	616	1	247	0	25	1	353	6934	1243	21769
EMHC INMATES	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
G GN	24	0	19	0	4	0	0	0	0	0	0	13	0	0	0	0	19	17	26
B WN	1157	5	690	64	338	0	33	0	0	12	249	124	1	10	0	57	792	791	1158
N CO-F	199	1	454	6	4	0	0	0	0	2	19	441	1	0	0	5	461	472	188
B O/S-F	52	0	19	12	0	0	0	0	0	0	1	20	1	0	0	13	31	35	48
R SUB-TOTAL FEMALE	1432	6	1182	82	346	0	33	0	0	14	269	598	3	10	0	75	1303	1315	1420
L IN	632	10	675	15	213	0	5	0	0	49	183	295	1	4	3	10	705	758	579
S YN	1982	12	537	29	291	0	32	0	0	53	287	291	1	6	0	39	610	968	1624
U PN	12538	165	7209	530	3822	0	257	0	0	401	3020	1010	11	98	6	472	8161	8840	11859
P DN	58	2	18	3	2	0	2	0	0	3	11	8	1	0	0	4	25	29	54
V CO-M	1128	0	2921	31	4	0	1	0	0	3	89	3009	1	2	0	33	2953	3141	940
O/S-M	718	0	192	244	0	0	0	0	0	6	26	167	6	4	1	228	436	438	716
R SUB-TOTAL MALE	17056	189	11552	852	4332	0	297	0	0	515	3616	4780	21	114	10	786	12890	14174	15772
TOTAL GENERAL SUPERVISION	18488	195	12734	934	4678	0	330	0	0	529	3885	5378	24	124	10	861	14193	15489	17192
*GRAND TOTAL	35938	2512	13157	1078	4681	305	330	177	4479	1150	3928	5850	29	155	13	1214	21733	17325	40346

TABLE #1

Bureau of Parole Annual Report/Fiscal Year 1994

\* LEGEND: SPOF - NEW JERSEY CASE RESIDING OUT-OF-STATE  
 \$ ONLY AND \$X-MAX REVENUE - RECORDED REVENUE  
 GENR SUPERVISION - GENERAL SUPERVISION

GRAND TOTAL - GENERAL SUPERVISION  
 + SPOF + \$X-MAX REVENUE  
 + EMHCINMATES

Internal Changes

TOTAL ADDITIONS AND REMOVALS

TOTAL

PAROLEE

From

4986

ADDITIONS

16747

TIME

18577

CASELOAD

40346

To

4986

REMOVALS

12339

TOTAL

COUNTY

REVENUE

21769

CASES

1128

**TABLE #2**

NUMBER AND PERCENTAGE OF RETURNS TO INSTITUTIONS  
 BASED ON TOTAL NUMBER SUPERVISED  
 BY DISTRICT  
 1993-1994

Districts	Total Number Supervised During Year	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommitted		Returned as Technical Violators		Number	Percent
		Number	Percent	Number	Percent		
1. Clifton	2529	31	1.23%	254	10.04%	285	11.27%
2. East Orange	2814	73	2.59%	135	4.80%	208	7.39%
3. Red Bank	1636	39	2.38%	280	17.11%	319	19.50%
4. Jersey City	3253	37	1.14%	381	11.71%	418	12.85%
5. Elizabeth	2402	29	1.21%	404	16.82%	433	18.03%
6. Trenton	2655	21	0.79%	262	9.87%	283	10.66%
7. Camden	3163	35	1.11%	685	21.66%	720	22.76%
8. Atlantic City	2865	28	0.98%	514	17.94%	542	18.92%
9. Newark-East	1794	39	2.17%	65	3.62%	104	5.80%
10. Vineland	1878	14	0.75%	283	15.07%	297	15.81%
11. New Brunswick	2008	42	2.09%	197	9.81%	239	11.90%
12. Paterson	2985	108	3.62%	183	6.13%	291	9.75%
13. Newark-West	2369	33	1.39%	242	10.22%	275	11.61%
<b>TOTAL</b>	<b>32351</b>	<b>529</b>	<b>1.64%</b>	<b>3885</b>	<b>12.01%</b>	<b>4414</b>	<b>13.65%</b>

Revenue only cases and New Jersey cases residing out-of-state are not included in these figures

**TABLE #2A**

NUMBER AND PERCENTAGE OF RETURNS TO INSTITUTIONS  
 BASED ON TOTAL NUMBER SUPERVISED  
 BY COMMITMENT TYPE  
 1993 - 1994

Districts	Total Number Supervised During Year	NUMBER AND PERCENT OF VIOLATORS				TOTAL	
		Committed or Recommitted		Returned as Technical Violators		Number	Percent
		Number	Percent	Number	Percent		
Juvenile Females	43	0	0.00%	0	0.00%	0	0.00%
Adult Females	1916	12	0.63%	249	13.00%	261	13.62%
Out-of-State Female	83	0	0.00%	1	1.20%	1	1.20%
County Females	660	2	0.30%	19	2.88%	21	3.18%
Juvenile Males	1332	49	3.68%	183	13.74%	232	17.42%
Youth Males	2560	53	2.07%	287	11.21%	340	13.28%
Adult males	20442	401	1.96%	3020	14.77%	3421	16.74%
Sex Offender (ADTC)	81	3	3.70%	11	13.58%	14	17.28%
Out-of-State Males	1154	6	0.52%	26	2.25%	32	2.77%
County Males	4080	3	0.07%	89	2.18%	92	2.25%
<b>TOTAL</b>	<b>32351</b>	<b>529</b>	<b>1.64%</b>	<b>3885</b>	<b>12.01%</b>	<b>4414</b>	<b>13.65%</b>

Revenue only cases and New Jersey cases residing out-of-state are not included in these figures

**TABLE #3**

**RECORD OF GENERAL SUPERVISION MISSING CASES  
BY DISTRICT  
1993-1994  
GRAND TOTAL**

Institution	CASELOAD ON 6/30/94	Missing as of 6/30/93	Became Missing Between 7/1/93 and 6/30/94	Total Missing	Accounted for Between 7/1/93 and 6/30/94	Total Missing 6/30/94	NET CHANGE	PERCENT OF MISSING IN RELATION TO CASELOAD ON 6/30/94
1. Clifton	1226	117	221	338	193	145	28	11.83%
2. East Orange	1319	150	174	324	180	144	-6	10.92%
3. Red Bank	903	88	94	182	76	106	18	11.74%
4. Jersey City	1884	269	277	546	247	299	30	15.87%
5. Elizabeth	1265	141	191	332	177	155	14	12.25%
6. Trenton	1405	159	35	194	53	141	-18	10.04%
7. Camden	1652	383	348	731	213	518	135	31.36%
8. Atlantic City	1493	115	178	293	161	132	17	8.84%
9. Newark-East	1051	114	75	189	41	148	34	14.08%
10. Vineland	953	132	170	302	161	141	9	14.80%
11. New Brunswick	1066	83	101	184	92	92	9	8.63%
12. Paterson	1658	190	161	351	184	167	-23	10.07%
13. Newark-West	1317	167	306	473	147	326	159	24.75%
<b>TOTAL</b>	<b>17192</b>	<b>2108</b>	<b>2331</b>	<b>4439</b>	<b>1925</b>	<b>2514</b>	<b>406</b>	<b>14.62%</b>

**TABLE #3A**

**RECORD OF GENERAL SUPERVISION MISSING CASES  
BY COMMITMENT TYPE  
FISCAL YEAR 1993-1994  
DO#1-13**

Institution	CASELOAD ON 6/30/94	Missing as of 6/30/93	Became Missing Between 7/1/93 and 6/30/94	Total Missing	Accounted for Between 7/1/93 and 6/30/94	Total Missing 6/30/94	NET CHANGE	PERCENT OF MISSING IN RELATION TO CASELOAD ON 6/30/94
GN	26	4	1	5	2	3	-1	11.54%
WN	1158	154	201	355	152	203	49	17.53%
OS-F	48	3	0	3	1	2	-1	4.17%
CO-F	188	28	24	52	18	34	6	18.09%
JN	579	67	107	174	78	96	29	16.58%
YN	1624	292	136	428	174	254	-38	15.64%
PN	11859	1440	1777	3217	1435	1782	342	15.03%
DN	54	9	2	11	4	7	-2	12.96%
OS-M	716	10	9	19	6	13	3	1.82%
CO-M	940	101	74	175	55	120	19	12.77%
TOTAL	17192	2108	2331	4439	1925	2514	406	14.62%



TABLE #4

SUMMARY OF DAILY RECORDS OF ACTIVITIES  
1993-1994

District Office	OFFICE AND FIELD CONTACTS												REPORTS SUBMITTED										HOURS		MILEAGE	
	TYPE OF CONTACT (1)									SUPERVISION (2)			INVESTIGATI (3)		SUPERVISIO (4)		INVESTIGATIONS (5)									
	C	E	H	N	O	S	PCH	FRH	P	PO	R	P	N	F-19	F-21	PP	SR	DR	TR	TS	OFFICE	FIELD	STATE	PERSONAL		
DO #1	5707	288	4302	2516	8014	7	188	127	16590	14405	2366	1210	691	1954	2182	874	404	4	117	336	12438	8414	71803	889		
DO #2	1886	63	4076	2324	8875	6	170	83	11633	6264	1669	800	1040	1014	1143	903	399	3	170	559	27355	6197	34233	705		
DO #3	11418	327	6380	3473	9701	13	233	136	18157	21315	1888	2145	886	1341	1093	813	62	9	80	191	11824	10127	90640	0		
DO #4	8883	180	4017	2196	13398	7	451	162	24972	13028	2503	1752	616	2183	2420	1516	670	1	66	1	18697	7265	41425	300		
DO #5	6886	93	6405	3119	9793	8	850	119	15232	12909	1801	3640	1357	915	1463	1148	250	4	85	50	15639	15488	60026	305		
DO #6	7708	351	7763	5545	12163	42	204	143	19633	15265	6691	1788	660	1356	1760	1260	77	25	138	296	19164	12578	106788	0		
DO #7	8168	395	13069	6851	23192	13	855	376	29899	28929	4027	6005	1405	2436	3636	2310	1090	3	141	579	25284	12158	210321	0		
DO #8	9241	1164	5933	2635	12107	21	492	193	16163	17623	4461	979	411	1881	2708	1689	93	24	215	479	11563	11036	162111	85		
DO #9	1903	352	7241	2800	8154	39	169	49	12830	7411	1317	1160	1190	1612	1707	998	79	0	187	333	12588	8661	53453	0		
DO #10	9744	272	4914	2699	13597	0	347	97	16280	18698	2566	1261	511	1829	2530	1250	726	8	102	443	12166	22826	150557	0		
DO #11	5038	178	4193	1473	8726	21	204	91	13609	13050	2766	2529	527	1116	1183	1008	343	40	137	412	12106	6410	56350	1101		
DO #12	6720	144	4800	3071	16960	26	189	109	19806	13932	2599	3567	999	2104	2871	1662	374	2	122	703	15612	10057	139150	3459		
DO #13	5087	404	6842	2552	8661	5	250	99	14100	11867	2357	3802	842	1074	1328	1202	520	12	152	444	16171	8011	45046	0		
TOTAL	88389	4211	79935	41254	153341	208	4602	1784	228904	194696	37011	30638	11135	20815	26024	16633	5087	135	1712	4826	210607	139228	1221903	6844		
GRAND TOTAL	373,724									460,611			41,773		46,839		28,393						349,835		1,228,747	

Legend:

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

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

(3) P - Positive Contact  
N - Negative Contact

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

(5) PP - Preparole  
SR - Special

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