

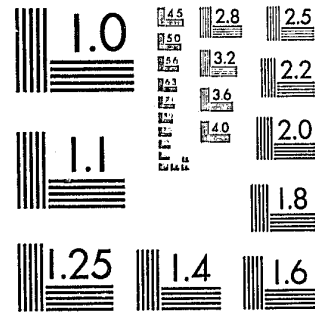
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ANNUAL REPORT  
NEW JERSEY DEPARTMENT OF CORRECTIONS  
FISCAL YEAR 1981

JULY 1981

William H. Fauver  
Commissioner  
  
Richard A. Seidl  
Deputy Commissioner

81523

U.S. Department of Justice  
National Institute of Justice

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TABLE OF CONTENTS

Forward .....	1
Introduction and Legislative Mandate .....	3
Advisory Council .....	4
Organization of the Department .....	4
Office of the Commissioner .....	5
Office of the Deputy Commissioner .....	10
Division of Administration .....	11
Division of Adult Institutions .....	14
Division of Juvenile Services .....	16
Division of Policy & Planning .....	18
Tables of Organization .....	22

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SEP 28 1981

ACQUISITION

I am pleased to present the Annual Report of the Department of Corrections for Fiscal Year 1981.

This year has been a difficult one for the Department, as it has been for many other agencies in State Government. It has been a year of concern over many critical issues which have affected the operations of every unit in the Department. Nevertheless, the need to continue to maintain services to offenders, as well as to employees, in the face of reduced resources has been achieved, in large measure.

During the past year, there were several developments which seriously impacted on the operations of the institutions and Bureaus in the Department. Many of these were being addressed by the Department. The principal issue involved overcrowding in the adult and juvenile correctional institutions and increases in the caseloads of the Bureau of Parole. It seems fairly clear, at this point, that both the new Penal Code and the Parole Act, both of which were implemented in FY 1980, had a significant impact on the operations and the populations of offenders that are under the care and custody of the Department.

The Penal Code established a new sentencing structure, including mandatory minimum sentences and fixed ranges for various categories of offenses. This act resulted in increases in lengths of stay of offenders, especially since there was a dramatic increase in the number of serious violent offenders who were committed to the Department's institutions.

The Parole Act, which consolidates the parole release authority in the State into a single, centralized unit, has also had a significant influence on the Department. One of the consequences of this act has been the establishment of rules and regulations which standardized the parole process throughout the Department. One other visible consequence has been a slight increase in the length of stay in the case of juvenile and young adult offenders.

Another important development has been the implementation of the Department's plan to separate juvenile offenders from adult offenders, in the various institutions. This has been achieved, with one exception, throughout the Department.

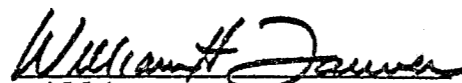
Secondly, the rebuilding of the Trenton State Prison continues on schedule and, hopefully, will be completed in the next fiscal year.

Also, a number of units in the Department were successful in achieving accreditation status which was granted by the Commission on Accreditation for Corrections. To date, The Adult Diagnostic Treatment Center at Avenel, the Bureau of Parole, the Youth Correctional Institution at Bordentown and the Community Service Center in Newark have all been accredited. The Department is proceeding with plans to achieve similar status for the remaining adult institutions. In the future, plans will be made to involve the juvenile facilities in the accreditation process.

Moreover, the Department has embarked on a major attempt to develop plans with several county correctional systems to assist in housing State committed offenders in county jails. At the same time, funds were provided by the Legislature to assist counties in renovating their correctional facilities. This joint planning effort should result in ensuring that a selected number of non-violent State offenders will be provided for in their own counties. It is hoped that this effort will result not only in reducing overcrowding, but also in improving services to inmates in county facilities.

In order to mitigate the overcrowding, the Department was instrumental in securing funds to purchase trailers to help absorb the increased admissions to the institutions.

In the forthcoming year, we plan to implement a strong and vigorous program to address the major problems confronting the Department, as well as to anticipate and plan for other issues of concern in the future. These objectives can be achieved only through the cooperation and commitment of our employees. The Department is making and will continue to make a strong effort to assist employees and others who are involved in the Department operations, such as volunteers, to carry out its legislative mandate.

  
William H. Fauver  
Commissioner

### Introduction

Corrections in New Jersey has been an integral part of the Criminal Justice System for many years. Originally, it was administered by a Commissioner appointed by the State Board of Control. This body consisted of a group of citizens appointed by the Governor for fixed terms. Its responsibility included not only the appointment of the Commissioner, but also the establishment of policies for the various administrative units that comprised what was then called the Department of Institutions and Agencies.

This Department encompassed the welfare and public assistance programs, as well as all institutions and other facilities for the mentally retarded and mentally ill, as well as residential centers for juveniles, a number of community-based programs for patients with special problems and a variety of facilities for adult and juvenile offenders who were committed from the adult and juvenile criminal courts of the State.

In 1976, the Department of Institutions and Agencies was reorganized. The name was changed to the Department of Human Services and the Division of Correction and Parole became a separate agency of State Government. This administrative change was achieved by the introduction of Assembly Bill 1912, an act concerning the reorganization of the Department. This bill was signed by Governor Brendan Byrne on October 6, 1976. The Division of Correction and Parole became the Department of Correction on November 1, 1976.

### Legislative Mandate

As provided in this act, the Legislature "...finds and declares that the purpose of the Department shall be to protect the public and to provide for the custody, care, discipline, training and treatment of persons committed to State correctional institutions or on parole; to supervise and assist in the treatment and training of persons in local correctional and detention facilities, so that such persons may be prepared for release and reintegration into the community; and to cooperate with other law enforcement agencies of the State to encourage a more unified system of criminal justice."

"The Legislature finds and declares that there is a need to (1) provide maximum security confinement for those offenders whose demonstrated propensity to acts of violence requires their separation from the community; (2) develop alternatives to conventional incarceration for those offenders who can be dealt with more effectively in less restrictive community-based facilities and programs; and (3) separate juvenile offenders from adult offenders and develop programs and services for juvenile offenders which recognize their special needs."

"The Legislature further finds and declares that (1) the environment for incarcerated persons should encourage the possibilities of rehabilitation and reintegration into community life; and (2) the incarcerated offender should be protected from victimization within the institution."

#### Advisory Council

This act also provided for an Advisory Council of seven citizen members who were appointed by the Governor, with the advice and consent of the Senate. These citizen members, who serve for four-year terms, are responsible for periodically reviewing issues and programs and making recommendations to the Commissioner in regard to services to offenders and employees, and relative to lands, buildings and equipment.

Moreover, it is charged with developing programs to encourage cooperation between public and private agencies that relate to the Department of Corrections' mandate.

#### Organization of the Department

The Department of Corrections is organized into four separate Divisions and other administrative units that report to the Office of the Commissioner. The four Divisions are: Administration, Adult Institutions, Juvenile Services and Policy and Planning.

### OFFICE OF THE COMMISSIONER

#### Mission

The units that report to the Commissioner include the following: Office of the Deputy Commissioner, Public Information Office, Internal Affairs, Central Office Security, Juvenile Detention and Monitoring Unit, Standards Management Team, Office of Educational Services and the Affirmative Action/Equal Employment Opportunity Office.

The Commissioner is responsible for administering and organizing the work of the Department of Corrections; formulating, adopting, issuing and promulgating rules and regulations for the efficient conduct of the Department and the agencies and employees within its jurisdiction; determining all matters of policy; determining all matters relating to the development of the agencies within the jurisdiction of the Department; and other related activities necessary to the proper administering of a State Department.

#### Major Objectives

Provide confinement of those offenders whose demonstrated propensity to acts of violence requires their separation from the community. Ensure that all persons committed to State correctional institutions are confined with the level of custody necessary to protect the public. Direct the activities and resources of the Department to provide offenders with the care, discipline, training and treatment needed to prepare them for reintegration into the community.

Provide for the timely and efficient collection and analysis of data regarding the correctional system to ensure the continuing review and evaluation of correctional services, policies and procedures.

Develop community-based facilities and programs for those offenders who can benefit from such programs and be safely housed under reduced security.

Ensure that juvenile offenders are separated from adult offenders and receive services directed toward their special needs.

To meet the standards for accreditation and be awarded accreditation by the Commission on Accreditation for Corrections.

#### Performance

The Department of Corrections is facing its most critical period since it was established in 1976. Overcrowding is straining our ability to house committed offenders and provide the necessary care and treatment. The Criminal Disposition Commission, in its biannual report of February 1981, stated "The prison and jail facilities of the New Jersey corrections system are now operating at very close to maximum capacity. It is apparent that the consequences of the New Jersey Code of Criminal Justice, increasing the number of crimes for which sentences of imprisonment are mandated, the Parole Act of 1979 and other factors, will increase the number of incarcerations well beyond the capacity of the corrections system, by the middle of 1981, so that, at that time, there will be a great emergency." The following administrative units report directly to the Commissioner's Office:

#### Public Information Office

The Public Information Office is responsible for maintaining and increasing public support for the Department by developing and disseminating information relative to correctional philosophy and programming to the press, the general public, governmental agencies, community and social organizations and to Department personnel. It publicizes the effectiveness of innovative programs and coordinates all public communications, including speaking engagements, interviews, press releases, tour groups and Department pamphlets. The office responds to public inquiries and complaints, including requests for information from the families of offenders.

#### Internal Affairs Unit

The Internal Affairs Unit conducts investigations on inmates, staff and civilians with the purpose of gathering information pertinent to operations of the Department. This unit acts as a liaison in the exchange of information with other law enforcement agencies; obtains and disseminates information regarding activities which are counterproductive to the goals and aims of the Department; and supervises the activities of the Central Office Security Unit.

#### Central Office Security Unit

The Central Office Security Unit is responsible for the protection of the property and employees of the Department's Administrative Offices; the monitoring of the number and location of all inmates working in the complex; the maintenance of an orderly traffic flow pattern and parking arrangements for employees; and the orderly evacuation of employees in the event of a bomb threat and/or fire.

#### Juvenile Detention and Monitoring Unit

Pursuant to N.J.S.A. 2A:4-57 and 30:1B-10, the Department of Corrections must approve all juvenile detention facilities in the State. This responsibility is carried out by the Juvenile Detention and Monitoring Unit, through physical inspections, program evaluations, program development and the provision of technical assistance. The unit has been instrumental in bringing many juvenile detention facilities in substantial compliance with the Manual of Standards for Juvenile Detention Facilities. One area in which the unit has focused is fire safety; through the efforts of the unit, the detention facilities are substantially more fire-safe than prior to the unit's existence. In addition, the unit has uncovered and resolved many serious violations at the facilities, including child abuse by staff upon the juveniles, extended solitary confinement and use of restraining devices such as handcuffs and leg irons. Without this unit, many physical facility violations and program deficiencies would continue in many detention facilities across the State.

#### Standards Management Team

The New Jersey Department of Corrections was one of the first such Departments selected to participate in the accreditation process. The Standards Management Team facilitates correctional improvements through the adoption and implementation of the American Correctional Association standards; certifies the adoption of standards through the accreditation process; and demonstrates the effectiveness of the accreditation process by utilizing self-assessments and Plans of Action completed by all affected institutions and agencies of the Department.

#### Office of Educational Services

This office supervises the educational programs in the State correctional facilities and approves all personnel hired for these programs. It establishes, operates and monitors primary, secondary and vocational programs which meet the educational needs of school-age inmates under the Department's jurisdiction. In addition, this unit affords the appropriate credit and certification for the successful completion of such programs. Within available appropriations, the unit establishes adult, post-secondary and college programs for institutional residents, to be offered by institutions licensed by the Department of Education or the Department of Higher Education. Also, this unit assists in the operation of recreational services at facilities operated by the Department of Corrections. In addition, it affords inmates equitable and adequate access to the courts in meeting their legal services needs through the Department's Legal Services Coordinator.

#### Affirmative Action/Equal Employment Opportunity Office

This office establishes and maintains an affirmative plan of action to ensure equal employment opportunities for all employees of the Department of Corrections and to implement the letter and spirit of the Federal and the State of New Jersey's Equal Employment Opportunity directives in order to provide true equality in all employment matters.

#### Major Developments

The most dramatic development in the past year was the sharp increase in the inmate and parolee populations. The inmate population increased by over 1,000 from 6,511 on June 30, 1980 to 7,637 on the same date one year later. The impact of this increase was felt throughout the operating and administrative units of the Department. A corresponding shift occurred in the Bureau of Parole which experienced an increase of 371 persons on parole during the past fiscal year. On June 30, 1980, there were 8,734 persons on parole, as compared to 9,105 persons on parole as of June 30, 1981. At the same time, it should be noted that the number of offenders in county jails awaiting transfer to State institutions increased from 150 on June 30, 1980 to 470 on June 30, 1981.

Statistically, the Department of Corrections continues to reflect progress in its hiring of minorities and women. The Department's Affirmative Plan of Action is being utilized as a guide and for monitoring purposes. Copies of the Department's Equal Employment Opportunity Policy and the Commissioner's statement relative to E.E.O. were distributed to all section heads and is given to all new employees.

During the course of FY 1981, the Office of Educational Services accomplished the disbursement of State education aid to institutions and residential centers according to a needs assessment approved by the appropriate administrators in the Departments of Corrections and Education. Also, the office developed and disseminated a spending plan for the use of State education aid to institutions and residential centers. The office was also responsible for the development of an employment approval system for all central office and institutional staff in cooperation with the Bureau of Personnel. In addition, the Office of Educational Services established new primary, secondary, post-secondary and vocational programs in accordance with Title 18A:7B.

The Internal Affairs Unit achieved most of its goals and objectives during FY 1981. The unit is conducting all investigations assigned to it by the Commissioner, the Deputy Commissioner and the Joint Committee on Prison Investigations. The unit has maintained credibility with other law enforcement agencies.

During the past year, the Department entered all enrolled institutions and agencies into Candidate Status, with the exception of Rahway and Trenton, where extensive rebuilding and/or renovations are required prior to commencing the A.C.A. accreditation process. Also, the Adult Diagnostic and Treatment Center, Avenel; the Youth Correctional Institution, Bordentown; the Newark House; and the Bureau of Parole and its District Offices received National Accreditation Status. The Correctional Institution for Women, Clinton, is scheduled to be audited by a visiting team from the Commission on Accreditation for Corrections. The Standards Management Team anticipates that Leesburg State Prison and the Youth Correctional Institution, Annandale, will be ready for an audit this summer. The Youth Reception and Correction Center, Yardville, has temporarily been excluded due to overcrowding which has caused some mixing of juvenile offenders with adult offenders. When these conditions are alleviated, the Standards Management Team will attempt to place this institution back into Candidate Status to be accredited.



The Juvenile Detention and Monitoring Unit has been successful in meeting its goals. Inspections have been conducted and reports and recommendations submitted. This unit has enabled the Department of Corrections to monitor the State of New Jersey's compliance with Section 223 (a), (12) and (13) of the Juvenile Justice and Delinquency Prevention Act.

#### OFFICE OF THE DEPUTY COMMISSIONER

##### Mission

The responsibility of this office is to administer the work of the Department of Corrections, in conjunction with the Commissioner, in order to fulfill the responsibilities and meet the objectives of the Department, to develop programs and policies; and to direct and supervise the activities and functions of the Department's organizational units. The following units are the primary responsibility of the Deputy Commissioner:

##### Disciplinary Hearing Program

This unit ensures the successful implementation of an impartial, objective, effective inmate discipline hearing program within participating institutions. Also, it ensures that practices and procedures for processing and adjudicating disciplinary infractions are observed in accordance with the U.S. Supreme Court case of Wolff v. McDonnell, the N.J. Supreme Court in Avant v. Clifford and Standards set forth in the Department of Corrections' Administrative Plan Manual.

##### Office of the Ombudsman

The Office of the Ombudsman provides a concerned medium within which inmates can seek redress for problems and complaints, outside of established operational units. The Office functions independently from the administration of the operational units and this detachment enables the development of trust, confidentiality and objectivity between the ombudsman and the inmate. Ombudsmen are expected to be alert and follow through on any violation of due process, to observe that basic living standards are met, to be especially responsive to allegations of staff brutality and to observe searches and crisis situations as required.

#### Major Developments

The established objectives for the Office of the Ombudsman have been maintained, for the most part. However, the actual number of institutional visits and inmate interviews are under the 1980-1981 projection (by 46 and to 33, respectively). The number of telephone calls received is over the projection (4,000) by 2,691. The workload, therefore, has substantially increased, overall. While credibility with inmates remained sound and working relationships with the institutions continue to be good, it seems clear that a continued increased need for services may adversely affect service delivery. Increased inmate populations may be expected to compound the problem.

The Disciplinary Hearing Program is currently meeting all of its objectives, except the extension of the program to two additional institutions (Avenel and Jamesburg) to provide for hearing officers in place of an Adjustment Committee. One additional staff hearing officer would be required in order to meet this particular objective. The program presently operates with six hearing officers who conduct hearings at Trenton, Rahway, Leesburg, Vroom, YCI-Bordentown, YCI-Annandale, YRCC-Yardville and CIW-Clinton. Hearings are also conducted for placement of inmates into protective custody, in response to recent federal court decisions.

#### DIVISION OF ADMINISTRATION

##### Mission

The law which created the Department granted the Commissioner "the authority to establish, organize and maintain in the Department such administrative divisions to perform all necessary personnel, planning, budget and finance, facilities and equipment services for the Department..." Consistent with this legislative authorization, the Division of Administration performs those administrative support functions as determined and assigned by the Commissioner. The Division is also charged with the responsibility of providing general fiscal management and overall program direction of prison industry and farm operations.

Under the general supervision of the Assistant Commissioner, the Division of Administration is organized into the following units: Bureau of Accounting and Auditing; Bureau of Budget and Fiscal Planning; Bureau of Institutional Support Services; Bureau of Personnel; and Bureau of State Use Industries.

#### Major Developments

A new food preparation system has been installed at Trenton State Prison and will be installed in five other institutions in the near future. Under this system, food is cooked in a traditional manner, chilled through an accelerated process and stored in a cold storage "food bank." Food in bulk form is then placed in electric ovens and heated or "rethermalized" in 30 minutes. Since food is cooked in advance of serving (3-5 days), all cooking can be accomplished in a regular 40-hour week, thus reducing the number of kitchen staff and overtime required. Inventory losses have been reduced substantially because of fewer inmates required in the kitchen at meal time. Food is now transported from the main institutional kitchen to satellite units in a chilled state and reheated on site. The food is, therefore, served at the proper temperature at these locations.

In response to institutional demand for improved portion control, our farm operations unit has recently purchased a half-pint milk packaging machine. This equipment has been installed at Jones Farm, a satellite of Trenton State Prison. Milk will also continue to be delivered in bulk form for institutional kitchen use.

The Bureau of State Use Industries has acquired a 56,000 sq. ft. warehouse facility in Trenton. The warehouse will enable State Use Industries to produce an inventory of finished goods and thus respond more quickly to customer orders. A section of the warehouse has been renovated for administrative offices for Bureau administrative staff.

In response to a Department of Treasury requirement, a fixed asset inventory system has been developed. All equipment and furniture at Central Office has been tagged with identification labels. Records have been developed indicating the location, age and condition of the items. This program is intended to serve as a model for implementation on a Department-wide basis.

In coordination with the State Fire Marshal, the Department has conducted a number of tests of various synthetic mattress cores and coverings. Mattresses constructed of a neoprene core with a fiberglass covering, approved by the State Fire Marshal, are now being manufactured by State Use Industries. A limited program to replace existing cotton mattresses was undertaken in FY 1981 and will continue in FY 1982. A special appropriation specifically for this purpose, however, will enable the Department to replace approximately 2,000 mattresses Department-wide in FY 1982.

Recent legislation transferred the responsibility for the collection of fines, penalties and restitution payments from county probation offices to the Bureau of Parole. This Division developed the necessary bookkeeping procedures for the district parole offices to record the collection of these monies. Local bank accounts were established and the necessary forms, safes, receipt stamps, etc., were ordered for each office. Bureau of Accounting staff have conducted training programs for Bureau of Parole district office staff responsible for this program.

Because of the high turnover of staff, there is generally a large number of vacant Correction Officer positions which creates both a management problem to ensure adequate post coverage and necessitates overtime salary expenditures. This Division has recently finalized plans with the Department of Civil Service for a decentralized testing and hiring program for Correction Officer recruits which will be initiated in September 1981. Civil Service will allow Bureau of Personnel staff to administer and score Correction Officer recruit tests which will be held on a bi-monthly schedule at four institutional testing sites. The Department of Corrections will be the first Department authorized by Civil Service to conduct employee testing on an on-going basis.

The Department of Treasury is implementing an on-line computer system which will provide user access to Treasury Accounting Bureau records. The Implementation Task Force Committee has recently approved our request that computer terminals and printers be installed at the ten major institutions, State Use Central Office and Department Central Office. The system is scheduled to be implemented for this Department in early 1982. The system will eliminate the need for manual account ledgers and enable direct access to account status information on file at the institutional and Departmental level. Implementation of the new system will require the training of bookkeeping staff and may necessitate some changes in the internal processing of accounting documents.



DIVISION OF ADULT INSTITUTIONS

Mission

The primary mission of the Division of Adult Institutions is to provide supervision for the eight adult correctional institutions in the Department of Corrections. Secondary missions include the development of inter-institutional goals and objectives and the coordination of inter-institutional activities, such as classification, treatment and custody.

Under the general supervision of the Assistant Commissioner, the Division is organized into the following units and institutions: Bureau of Community Release Programs; Bureau of County Services; Bureau of Professional Services; the State Prisons at Trenton, Rahway and Leesburg; the Youth Correctional Institutions at Annandale and Bordentown; the Youth Reception and Correction Center at Yardville; the Adult Diagnostic and Treatment Center at Avenel; and the Correctional Institution for Women at Clinton.

Major Developments

The backlog of State sentenced offenders in county jails has steadily increased with the implementation of New Jersey's new Penal Code, which became effective September 1, 1979, coupled with the lack of turnover bedspace resulting from longer, more punitive sentences being meted out. The overcrowded situation in all institutions escalated to serious proportions during FY 1981 with current statistics showing a 177% increase in the number of State Prison inmates being held over in county facilities, as compared with this same time last year. Also, during FY 1981, it became necessary to place a moratorium on the intake of State Prison inmates from the county jails, as well as Youth Complex and juvenile inmates. A limited intake of all three population groups continues and all such intake is coordinated through the Deputy Director of this Division. Current statistics point to the continued increase in committed offenders, as well as an increase in the number of offenders committed with mandatory minimum sentences, thereby extending periods of incarceration and reducing the amount of turnover bedspace.

In all programs, except the Experimental Study Release, projected levels were reached or exceeded. The Non-Residential Community Release Program had the greatest percentage increase, 75% over anticipated placements. The Experimental Study Release was hampered by lack of funds and only continued those students who had been involved during FY 1980 and were still not finished with their course of study. Projected levels for FY 1982 have been revised to reflect the positive growth of the Non-Residential Program and the questionable funding of the Experimental Study Release Program.

Furlough and Work Release Programs have reached their peak level under the present eligibility criteria. Only through a modification of the criteria will the number involved increase to any extent. However, the success of these programs must be measured in the absence of major problems. For example, during the last four years, only one arrest has been recorded of any inmate while on furlough.

The Bureau of County Services is meeting its objectives regarding county and municipal correctional facilities, using the standards and criteria currently in effect as a measure of performance. At the direction of the Commissioner, the standards for county jails were revised and updated to reflect current standards being issued by national organizations, such as the National Sheriffs' Association, the American Correctional Association, the American Medical Association, the American Bar Association, as well as the recommendations of the New Jersey Correctional Master Plan. These standards, under the title "Manual of Standards for New Jersey Adult County Correctional Facilities," were promulgated November 1, 1979.

A new bill, increasing the regulatory control of county correctional facilities, has been signed into law by Governor Byrne. With the passage of this bill and the promulgation of the revised standards, the Bureau of County Services has experienced a significant increase in the demand for services by the counties. This, in turn, has resulted in additional expenditures of man-hours in field trips. It is anticipated that such services and field trips will continue to increase as the counties seek to comply with our standards.

The Bureau of County Services continues to handle the administrative responsibility for the Newark Community Service Center for adult males (Newark House) and the Essex Community Service Center for adult females (Essex House). Both facilities are located in Newark and serve Department of Correction pre-releasees. The female facility also accepts women who have been sentenced to the Essex County Jail Annex.

The Bureau of Professional Services manages the Specialized Social Service Team, presently funded by Title II, which provides social services to Hispanic inmates incarcerated in the adult correctional facilities. The Bureau also supervises two Drug and Alcohol Abuse Coordinators (funded by the Department of Health) and the Alcohol Education and Treatment Program at Rahway and Leesburg State Prisons.

During the year, the Bureau of Professional Services received grant support, through the National Institute of Alcohol and Alcohol Abuse, for implementation of a Female Alcohol Awareness and Treatment Program at the Correctional Institution for Women, Clinton. The Bureau provides project and fiscal monitoring for this program. The Bureau also continues to monitor the Law Enforcement Assistance Administration's funded drug treatment program (TRAP) at the Youth Correctional Institution at Annandale.

#### DIVISION OF JUVENILE SERVICES

##### Mission

The primary mission of the Division of Juvenile Services is to develop and administer a broad range of programs for juveniles which deliver a variety of services to youngsters. The services cover a continuum, from pre-dispositional alternatives through institutionalization, to after-care services. The Division was set up to meet the legislative mandate establishing the Department of Corrections "...to separate juveniles from adult offender population and develop programs and services for juvenile offenders which recognize their special needs..."

The Division consists of the following Bureaus and units: Bureau of Community and Residential Services; Bureau of Institutional Services; Juvenile Female Services Unit; Program Development Planning and Research Unit. The residential and non-residential units include: the Training Schools at Jamesburg and Skillman; Alpha House; Cottage 6K-Skillman; Turrell Residential Group Center; the Juvenile Screening Team; the Medium Security Unit; Reception Unit; Home Environmental Learning Program; Camden Community Service Center; Camden Community Transition Project; Manor Woods; Essexfields; Stokes Forest Unit; Stuyvesant Project; Cottage 3; Hudson County; YUVAN; Canal Project; Cottage 12; Ocean Residential Group Center; Highfields Residential Group Center; Green Residential Group Center; Warren Residential Group Center and the Double Trouble Project.

##### Major Developments

The Division of Juvenile Services is now in its third year of existence; the first year primarily consisted of assessing resources within the Division vis-a-vis the youngsters in the system, with a goal to developing a planning effort which would address the needs of the youngsters under the Division's care. At the present time, the Division has achieved its goal of separating juveniles from adult offenders. The commitment rate for juveniles is, however, increasing, which has led to efforts of developing alternative programs to ensure that no contamination by adults mixing with juveniles takes place. Lack of alternatives to the courts has been one cause for the increased commitment rate, which has swelled the number of youngsters served by the Division's programs, especially at the Training School at Jamesburg. In this third year, the Division will continue to reach out to counties to develop and coordinate local programs so as to further decrease the commitment rate.

To meet this need, we have increased the number of committed youngsters served by residential alternatives through changing the Oceanfields Program from a pre-commitment unit to one servicing committed youngsters, exclusively. The program at Paterson Boys Community has been changed to serve committed youngsters also. The site has been moved from an inferior unit in inner-city Paterson to a Residential Group Center, serving double the number of youngsters, again changing the clientele from pre-dispositional to committed

youngsters. We have, with the assistance of the Department of Labor through federal funding, been able to develop a unique Aftercare Program (YUVAN) which, hopefully, will impact on the special needs of delinquent youngsters now being served by the traditional system.

The Division has developed a unique Classification System which has integrated the commitments from the Training Schools and Youth Complexes to one group which will easily facilitate and enhance the function of the new Parole Board Juvenile Panel. This unit has enabled the placement of youngsters in the system in a logical, systematic manner so as to ensure that youngsters receive the greatest opportunity to rehabilitative services available.

The Division has also developed a capacity for fiscal management to the various and diverse units within the Division, as well as more coordinated management of the Division's larger Training School facilities.

Since the commencement of the supplemental services program for the female juvenile offenders at the three distinct unit locations, the program has met the objectives of population and service levels without any lessening or curtailment of essential and supplemental services. The program continues to favorably relate to the courts, community work sites and various other community resources. Female youthful offenders have realized a formalized educational program stressing academic success within various remedial areas and also within the high school equivalency area (GED). Additional professional personnel have been providing the necessary services in academic instruction, psychological/psychiatric services and general supervision of ancillary and routine activities.

#### DIVISION OF POLICY AND PLANNING

##### Mission

The overall mission of the Division of Policy and Planning includes the development of formal policies which provide direction to the operations of the Department; planning to meet new issues; and monitoring the operations of the various units. The Division consists of the following units: Bureau of Correctional Information Systems; Bureau of Interstate Services;

Bureau of Parole, Bureau of Standards and Audits, Bureau of Training; Grants Management Unit, Planning and Program Development Unit; and the Records Management Unit.

##### Major Developments

Division Operations were affected as a result of serious fiscal constraints. Despite these constraints, Division staff members were successful in meeting their primary responsibilities to provide services to parolees under its jurisdiction, as well as to the various units within the Department.

Correctional Information Systems was successful in integrating the Parole Caseload Transaction System into the daily institutional tracking system. As a result, one master file for all offenders was developed. New jurisdictional reports, identifying both inmates in institutions and offenders on parole, have been developed and are regularly distributed to many units throughout the Department. Over 300,000 offender look-ups have been completed on Bureau listings. In a related matter, the implementation of the Offender Based State Correctional Information System (OBSCIS) continued on schedule with a tentative implementation date for Phase I still being planned for early 1982.

Despite severe budget cutbacks within the Bureau of Training, basic training opportunities were again provided for several hundred state and county correctional officers. In addition, numerous course offerings were provided covering many aspects of correctional needs, including hostage negotiations, report writing, employee orientation, as well as the development of a new food service training program for both state and county correctional agencies. Nevertheless, the lack of sufficient funding was readily apparent, inasmuch as many courses normally offered or previously planned were modified.

Because of the elimination of lump sum funding, the Planning and Program Development Unit was not staffed until midway through the fiscal year. Upon the hiring of an Assistant Planner, the Program and Planning Unit prepared several reports on length of stay, as well as assisting in the review of new legislation. Tentative approval for additional positions within this unit is pending FY 1982 budget approval and the expansion of planning activities is anticipated.

Despite staff limitations, the Bureau of Standards and Audits developed and maintained an audit schedule. The result was that each major facility and juvenile service unit within the Department was audited. This is the first year that an audit was completed at each field unit. The resources of the unit were further strained as a result of its involvement in the accreditation process, as well as in providing support to the Department's Disciplinary Hearing Program.

The Bureau of Parole was involved in a number of significant changes in their operations as a consequence of the effects of the new Parole Act. One of the consequences was an increase in the caseloads and in the range of responsibilities. At the beginning of the fiscal year, there were 8734 persons on parole, as compared to 9105 on the last day of the fiscal year. The duties which were added to the Bureau's responsibilities include the establishment of a program to collect fines, restitution and penalties to the Violent Crimes Victims' Compensation Board. In addition, the Bureau assumed responsibility for preparing for the parole release of offenders in several county jails. It is anticipated that State offenders will be housed in county jails due to Departmental overcrowding so that the Bureau will have to provide services for those offenders. Also, official notice was received that the youngsters who are being supervised by the Division of Youth and Family Services will be transferred to the Bureau of Parole during the forthcoming fiscal year. A major highlight of the year was the achievement of accreditation status for the Bureau, which was granted by the Commission on Accreditation for Corrections. Also, the Bureau established a standardized monitoring system for auditing field operations. This new program has helped to highlight problems and accomplishments of the various employees.

The Bureau of Interstate Services experienced a significant increase in workload, primarily as a result of the new Parole Act. The number of cases processed for in-absentia hearings, as mandated by Parole Board policy, increased dramatically. Similarly, the processing of caseload material for offenders serving time in out-of-State institutions increased. In addition, caseload increases were recorded in both the New Jersey and out-of-State units of the Bureau.

The erosion of federal funds can only be expected to increase under the severe cutback proposed in the national budget. Reductions in many social and educational programs are anticipated as a result of this austere budget proposal. However, the Grants Management Unit was able to secure funds from other public and private sources and is negotiating with several agencies to secure alternative funding sources for new programs and to support existing programs.

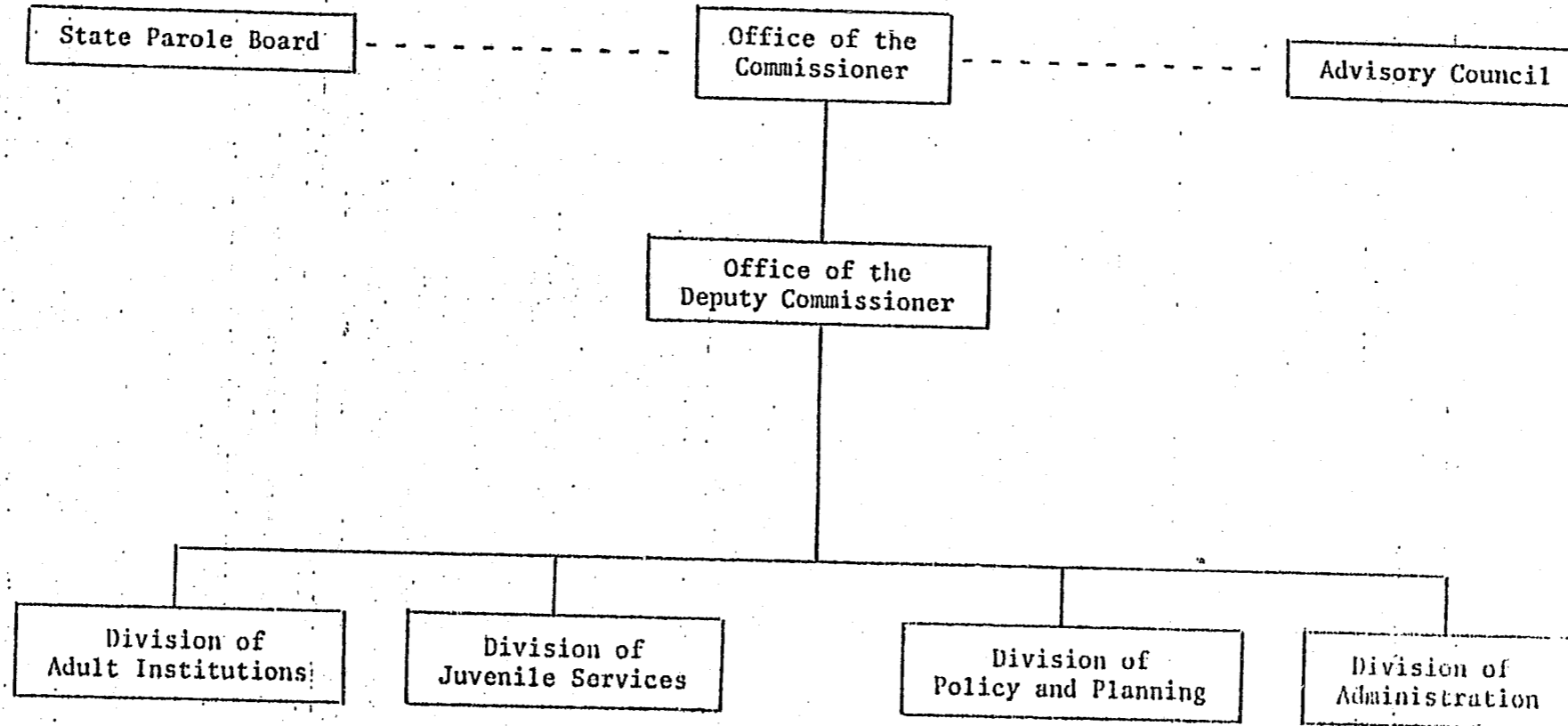
Throughout the year, the Deputy Director has participated in the Criminal Disposition Commission's data analysis subcommittee. Numerous reports and presentations have been prepared by the Deputy Director and other Division staff in providing Departmental input to this inter-agency Commission.

During the year, the Records Management Unit was transferred to the Division from the Division of Administration. A Records Management Committee has been established, which includes members from each Division and the Bureau of Parole. A Records Retention Schedule was developed for five basic records within the Department and has been submitted for approval to the State Records Committee. Limited inventories of inmate case folders have been completed at several institutions, as well as in the Records File Unit in Central Office.

The Deputy Director was instrumental in developing the evaluation criteria for county assistance proposals. This system will be used to rate the counties that request financial assistance for their county jails.

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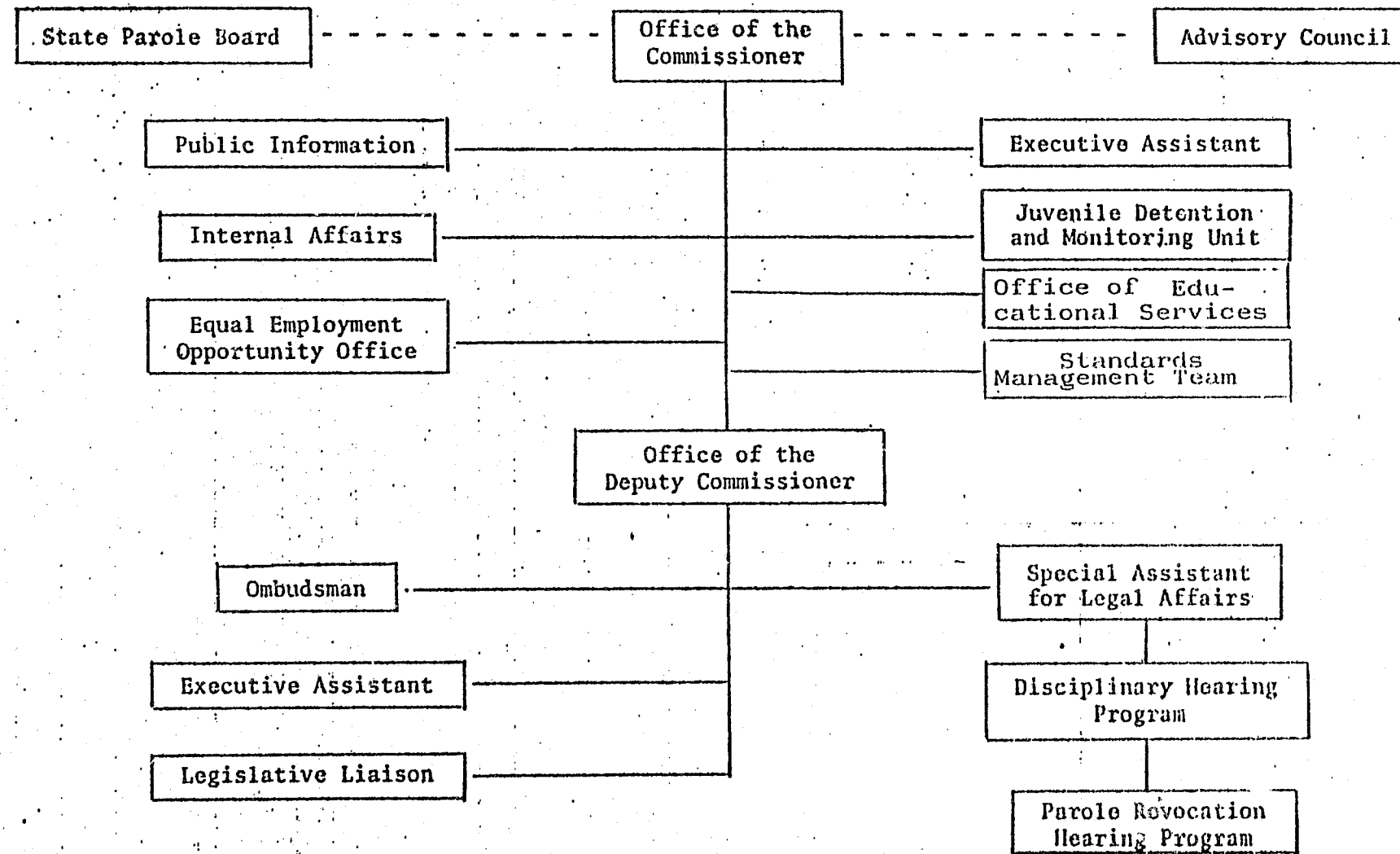
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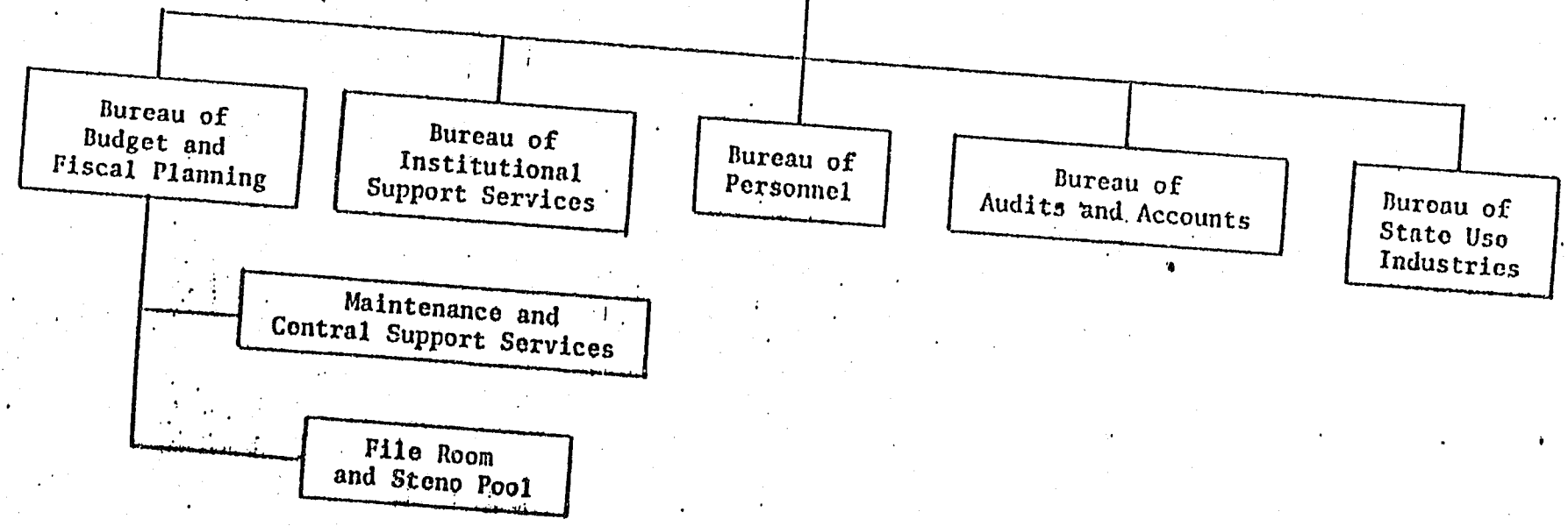
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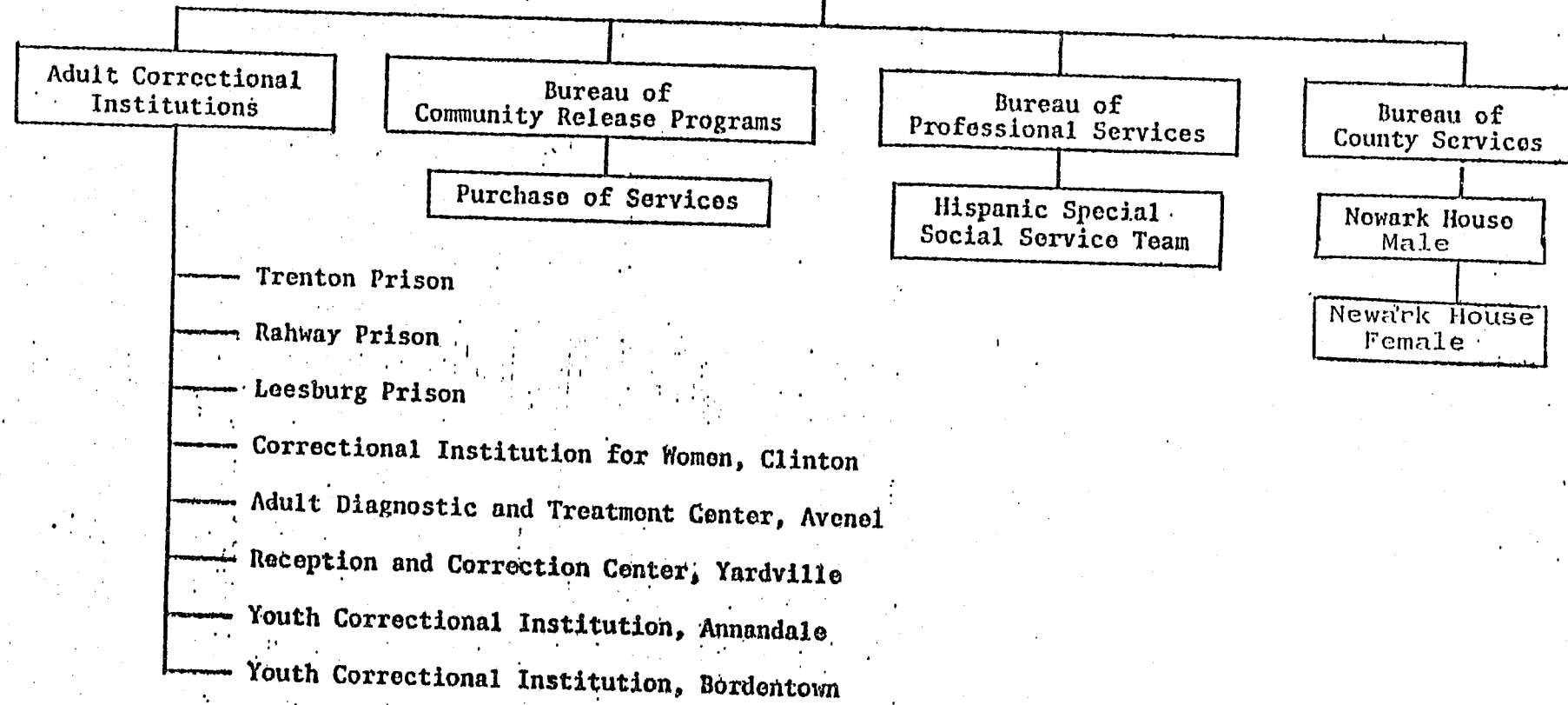


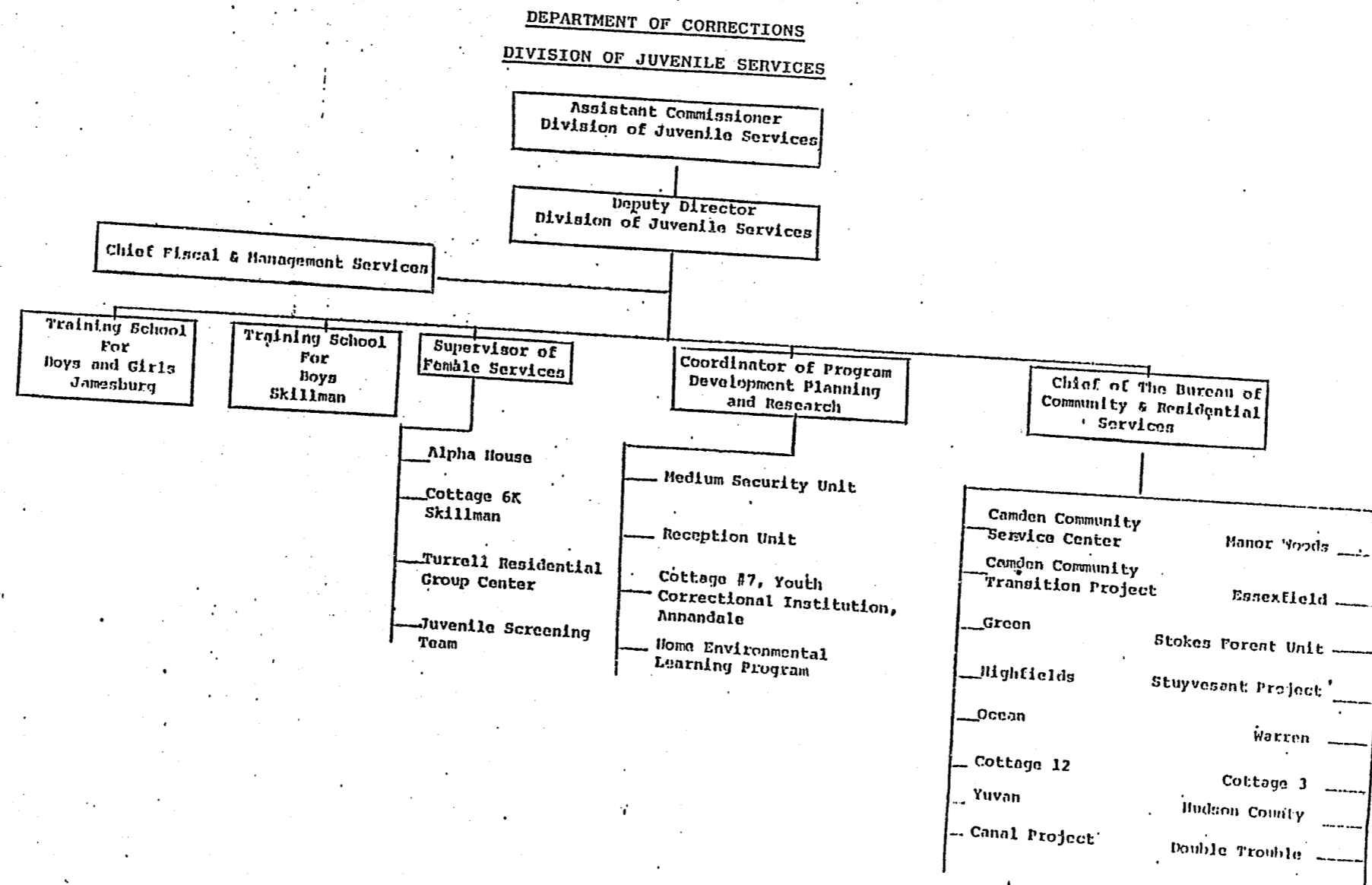
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DIVISION OF POLICY AND PLANNING

