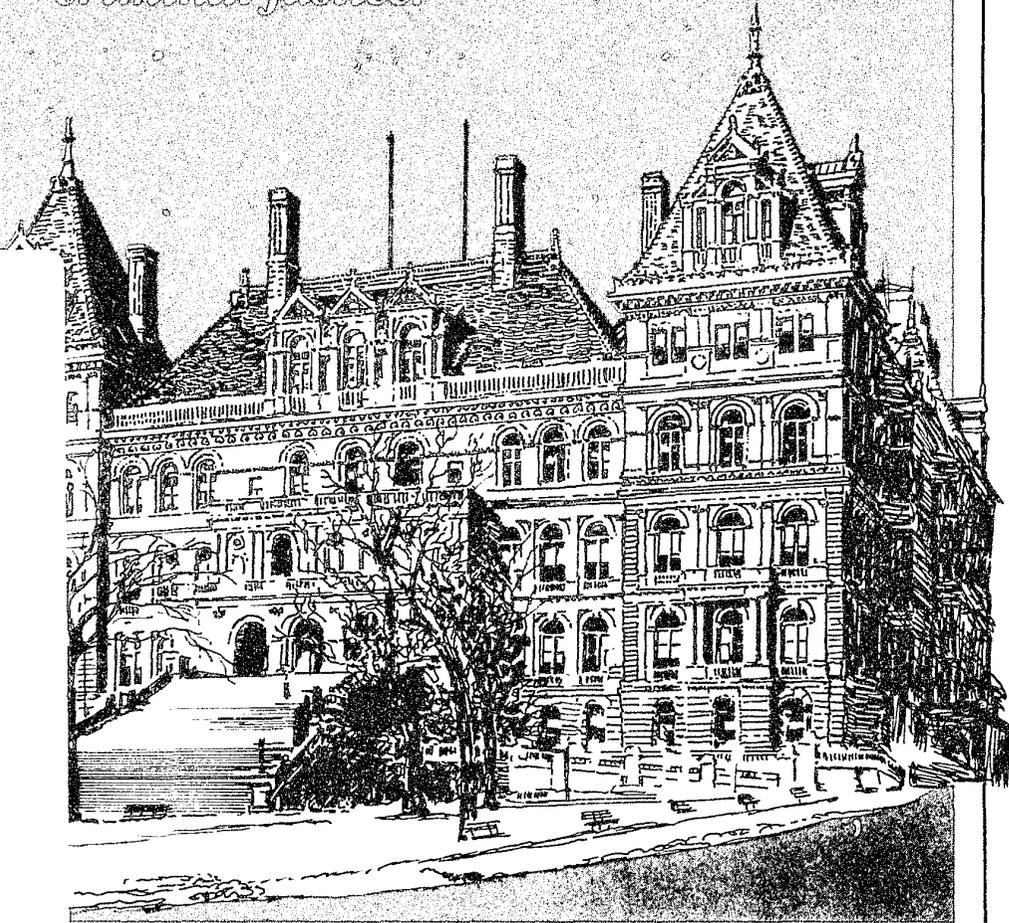


CR Hunt

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*"It is the people's right to have—
and government's responsibility
to provide—a sound system of
criminal justice."*



106673

ANNUAL REPORT 1986

NYS DIVISION OF PROBATION AND CORRECTIONAL ALTERNATIVES



State of New York
Mario M. Cuomo
Governor

Division of Probation and Correctional Alternatives
Edmund B. Wutzer
State Director



*“Our system of justice is premised
on meeting three broad policy goals:
community safety, fiscal responsibility
and equity.”*

MARIO M. CUOMO
Message to the Legislature.
January 7, 1987

106673

Table of Contents

	<i>Page</i>
Director's Message	2
New York State Probation Commission	4
Community Corrections Services	5
Direct Services	7
Family Court and Juvenile Justice Services	8
Alcohol Services.....	9
Interstate Compact	11
Staff Development.....	12
Alternatives to Incarceration	13
Planning and Policy Analysis.....	15
Technology-Information Systems	17
Affirmative Action.....	18
Fiscal Services	19
Organizational Chart	23
Directory	24

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Editor's Note:

The various quotations appearing in the text have been taken from public statements made by Governor Cuomo.

Director's Message

1986 Annual Report



1986 marked the first full year of service to the communities of New York State by the newly formed Division of Probation and Correctional Alternatives, and I am pleased to report it was a time of innovation, progress and productivity.

It was notable in that the Division developed new programmatic modifications to the vital Intensive Supervision Program (ISP) to strengthen its effectiveness as an alternative to incarceration during this period of prison overcrowding. The enhanced program was expanded by some 60% to all interested jurisdictions statewide in 1986. New statewide standards for such programmatic innovations as community service sentencing, pretrial release services, home confinement and the latest product of modern technology, electronic monitoring, were also under active development, while during the year, 100 programs funded by the Division through its Alternatives to Incarceration Bureau were serving over 45,000 defendants. These programs are models for replication throughout the State, and will offer local governments practical options for the relief of jail overcrowding.

Major activity was also underway in the area of family court and juvenile justice services as the Division's Bureau of Field Operations, working with other state agencies, facilitated the local adaptation of the PINS Adjustment Services Act of 1985 in fifteen jurisdictions. Significant steps were taken to increase the Division's regulatory oversight capability as well with the completion of the Comprehensive Management and Operations Review Systems (C-MORS) in 53 county departments and three of the five boroughs of New York City by year-end. As a result of these surveys, local probation directors are implementing specific action plans to increase levels of compliance with State regulations and to provide more objective supervision services.

Meanwhile, local probation departments across the state were facing the mounting pressures of rising caseloads in most every area of service. This is dramatically illustrated by the fact that it took nearly 80 years (1901-1980) for the State's total yearly caseload to pass the 100,000 level, but only six years to increase more than half as much again (154,530 by 1986). The Driving While Intoxicated caseload for Probation in 1986, for example, reached 23,720 cases, a single-year record. To combat this continuing risk to public safety, specialized DWI supervision units supported by Division funding are now in place in 36 counties specifically to enforce the local alcohol conditions of probation. Reflecting the Division's desire to better serve the needs of the State communities, a new statewide survey of adult probation caseloads was also initiated to determine the availability of treatment resources and the full extent of alcohol abuse in the probation population. The survey of more than 36,000 criminal cases neared completion by year end. It indicated 46% of that population as serious alcohol abusers, and will be used by local administrators to help identify and reduce alcohol abusers by targeting specific services and programs for these probationers.

The Division's Interstate Compact Unit administered the cases of nearly 80 probationers each week of the year, bringing the cumulative totals to 5,072 out-of-state probationers under supervision in New York State and 5,286 New York State probationers under supervision elsewhere. A new effort, the first New York State Procedural Manual for Juveniles was also prepared by the Unit, and the 1986 Interstate Unit Statistics, a document summarizing the transfer of probationers on a local and nationwide basis, was published.

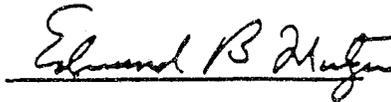
A new automated system to oversee staff development activities of local departments to ensure compliance with State training regulations was also introduced in 1986. Called CPEC, it will serve as an efficient monitoring device for the Division and as an important management planning tool for local departments. By year end forty-six departments were fully installed in the automated Continuing Probation Education Credits (CPEC) file, a system that covered a total of 1,198 probation professionals statewide who amassed over

34,500 training hours during the year. The Division also continued to take advantage of the productivity gains made possible through the use of modern technology and computers. A new mainframe computer was fully operational by year-end and micro-computers were installed in the Central Office, at the agency's training academy, and in the New York City regional office. The number of NYSPIN installations which speed the transmission of data to local probation departments also rose to 48 terminals in 38 jurisdictions, aiding the timely completion of presentence investigations and reports, and quickly notifying probation officers of any rearrested probationers in the State of New York. Another six counties installed the County Automated Probation Information System, CAPIS, a centralized programming initiative by the Division which can reduce local and State costs and improve management of small probation departments' workload.

The Affirmative Action Program initiatives were also advanced by the Division and implemented at the local probation department level during 1986 with the appointment of Affirmative Action Coordinators in six of the state's largest probation departments and the creation of a new County Affirmative Action Advisory Group.

The Division's ongoing commitment to provide financial assistance in support of locally administered probation and alternatives to incarceration programs also reached new heights as the gross expenditures for Division-administered programs rose to nearly \$130 million statewide in 1986.

Looking ahead, I envision the following. Through the setting of standards by this Division, the enforcement of rules, monitoring of services, the provision of funding and technical assistance, and the establishment of meaningful state/local planning processes, effective probation and alternatives to incarceration services in New York State will be unsurpassed, available to every community, and that each jurisdiction will be carrying its share in meeting the ever expanding needs of New York's criminal justice system.



Edmund B. Wutzer
State Director

New York State Probation Commission

Article 12 Section 242 of the Executive Law mandates that there shall be a State Probation Commission. It further holds that the Commission shall consist of the State Director of Probation and Correctional Alternatives and six other members selected as follows:

(a) three shall be appointed by the Governor from among persons who, as members of the community, have demonstrated an interest and involvement in the field of probation, to hold office at the pleasure of the Governor and until their successors are appointed;

(b) two shall be appointed by the Governor from among the probation administrators and probation officers actually employed in the field of probation in this State who have demonstrated by work in a statewide professional association, concerned generally with probation affairs throughout the State, outstanding service to the field of probation, to hold office at the pleasure of the Governor and until their successors are appointed; and

(c) one shall be the State Administrator of the Unified Court System.

The duties of the members of the Probation Commission are to attend the meetings of the Commission, and to consider all matters relating to probation in the State, within the jurisdiction of the Division of Probation and Correctional Alternatives and to advise and consult with the Director in regard thereto.

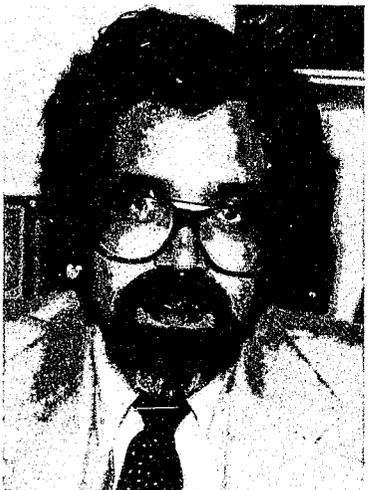
The members of the Commission are Edmund B. Wutzer, Chairman, State Director of the Division of Probation and Correctional Alternatives; the Honorable Albert M. Rosenblatt, Chief Administrative Judge of the Unified Court System; Egon Plager, Vice Chairman and senior member of the Commission; Ramon W. Pagan, a practicing attorney in New York City; and Robert O. Swados, a practicing attorney in Buffalo, New York.



Albert M. Rosenblatt is the new Chief Administrative Judge of the Unified Court System.



Egon Plager is Professor Emeritus, Siena College, and is the Vice Chairman and senior member of the Commission, having been appointed by the late Governor Harriman.



Ramon W. Pagan is a practicing attorney in New York City.



Robert O. Swados is a practicing attorney in Buffalo.



Joseph W. Bellacosa was the Chief Administrative Judge of the Unified Court System.*

*Retired from the Commission in 1986.

Community Corrections Services

Introduction

In New York State, probation departments as a rule are operated by the counties with partial funding provided by the State. The exceptions are New York City, with its consolidated probation department for the five boroughs, and Montgomery County, where probation services are provided directly by the State.

Alternatives-to-incarceration programs, developed in response to 1984 legislation encouraging localities to create such programs, may be run by private non-profit agencies in the various jurisdictions or by the local probation departments and are fully funded by the State.

The Division of Probation and Correctional Alternatives is responsible for disbursing State aid and monitoring the fifty-eight local probation departments to ensure that they comply with the standards and rules of probation administration. The agency also oversees the activities of some 100 alternative-to-incarceration programs in forty-four counties and the City of New York.

Probation Population

Probation is the most common criminal sanction in the United States. Almost three million adult offenders were under the custody of a correctional agency at the end of 1985; more than three out of five were serving a sentence of probation. In New York State alone, at the end of 1986 there were 107,557 adult offenders under probation supervision. The following table illustrates the offense breakdown of adult probationers under supervision in New York State at the end of 1986.

ADULT PROBATIONERS IN NEW YORK STATE, BY OFFENSE
DECEMBER 31, 1986

	N	%
FELONY	52,458	49
MISDEMEANOR	51,978	48
OTHER	3,121	3
TOTAL	107,557	100

Changing Caseload

In a 1986 report issued by this Division, "Adult Probationer Characteristics: 1980-1985", it was noted that "the responsibilities of the New York State probation system increased dramatically from 1980 through 1985. Not only was there a 65 percent increase in the number of probationers under supervision in the State; the number of felony probationers grew by 114 percent." This trend of growth continued through 1986, but at a reduced pace. Between the end of 1985 and the end of 1986, there was a further 7 percent increase in the number of felony probationers.

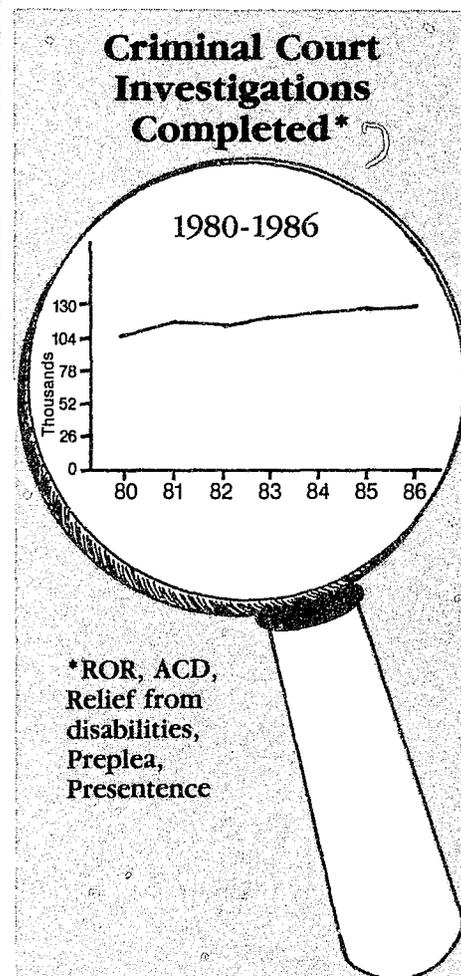
Investigative Role

Probation departments gather information pertinent to the sentencing decision and, on the basis of this information, provide a sentencing recommendation to the court. In New York State, presentence investigations are conducted for all defendants convicted of felonies and for those convicted of misdemeanors with a possible jail sentence of more than ninety days.

In appropriate cases, similar investigations, known as preplea investigations, are conducted prior to conviction. Probation departments also prepare other investigations for Criminal Courts to provide information relating to a defendant's suitability for release on his or her own recognizance (ROR) or for an adjournment in contemplation of dismissal (ACD), or the eligibility of an offender to receive a certificate of relief from disabilities, which removes certain civil bars to employment resulting from conviction.

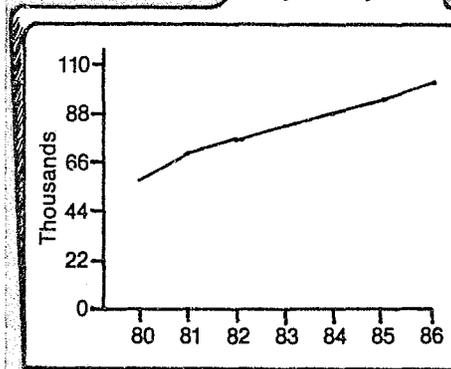
During 1986, probation departments in New York State conducted a total of 125,181 investigations, including 84,263 presentence and preplea investigations, for Criminal Courts.

"If there is one constant that confronts America and our State today, it is the constant of change."
1987



Criminal Court Cases Under Supervision

At End Of Year 1980-1986



“Substantial fines, meaningful restitution and community service as a condition of probation must be utilized to a greater degree.”
1983

“Increasing police productivity...increases the workload for courts, prosecutors, defense attorneys, probation departments, prison and parole.”
1987

Restitution

Judges may order adult offenders and juvenile delinquents to pay restitution to the victims of their crimes. Probation departments are responsible for collecting any restitution ordered by the court and for disbursing collected funds to the victims. During 1986, probation departments collected \$6,621,170 in restitution for the local Criminal and Family Courts.

Family Court Services

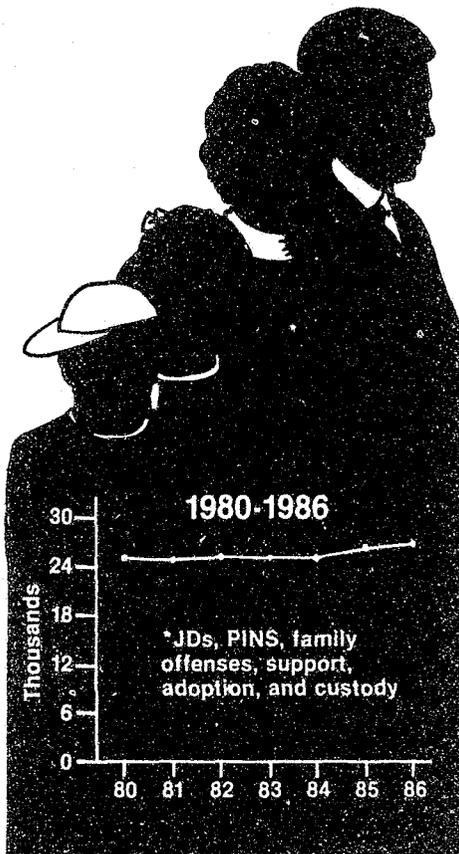
Probation departments also provide a variety of other services for the Family Court. During the intake process, probation officers make a concerted effort to divert children and families from the criminal justice process by referring them to appropriate social service agencies. Probation departments conduct predisposition investigations for juveniles and for adult family offenders, supervise juvenile delinquents and youths who are in trouble at school or at home (persons in need of supervision (PINS)), and conduct support, paternity, custody, visitation, and adoption investigations.

Adults who have committed family offenses are also supervised by probation departments. At the end of 1986, probation departments across the state were supervising 6,817 juvenile and adult probationers for Family Courts. Probation departments also conducted 26,914 investigations for Family Courts during the year, including 11,107 predisposition investigations for juvenile delinquents, family offenders, or persons in need of supervision (PINS)

Increasing Criminal Court Services

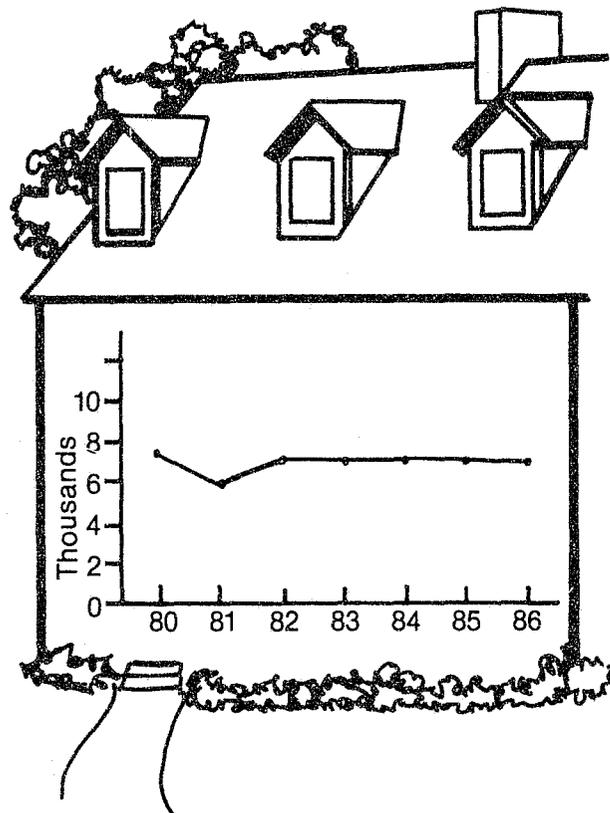
Since the beginning of the decade, the workload of probation departments across the state has increased for Criminal Court functions, while remaining relatively stable for Family Court functions as illustrated by the graphs which depict probation department workload from 1980 through 1986 for Criminal and Family Court supervision cases, and Criminal Court and Family Court investigations.

Family Court Investigations Completed*



Family Court Cases Under Supervision

At End of Year: 1980-1986



Direct Services

Introduction

As authorized by Section 247 of the Executive Law, the Division of Probation and Correctional Alternatives has been providing direct probation services in Montgomery County since June 1, 1972. The Division's Direct Services Unit there delivers a full range of probation services including intake, investigation, supervision, staff training and program administration. The Unit also serves as a test site and model for the community corrections technology. The Direct Services Unit has facilitated the development of a software program for local probation departments throughout the State, and the staff continues to provide input which will lead to an enhanced software package geared to meeting the needs of the probation community statewide.

Services Provided

The Direct Services Unit provided a full range of probation services to the County of Montgomery during the period of January 1, 1986 to December 31, 1986. The Unit received three hundred and seventy six (376) court orders for investigation, opened one hundred seventy-five (175) intake cases, and provided supervision services to four hundred forty (440) probationers.

During the first six months of the current calendar year, the Direct Services Unit received one hundred seventy-four (174) court orders for investigations, opened seventy-eight (78) intake cases and provided supervision to three hundred seventy-five (375) probationers.

The Direct Services Unit also assisted in the local development of policies and procedures pertaining to juveniles in Montgomery County. During 1986 for example, Direct Services, as a member of an assessment team comprised of human services agencies within Montgomery County met on a bi-weekly basis to evaluate and to develop an intensive intervention plan for high-risk juveniles appearing before the Family Court as an alternative to placement.

The Direct Services Unit was and continues to be an active member of the Montgomery County Task Force which was formed with other human service agencies to develop a County Plan and schedule for the implementation of the PINS diversion legislation.

During 1986, the Direct Services Unit was also a member of the Advisory Board to Alternatives to Incarceration within Montgomery County, which was involved in community service programs as well as a member of the Community Service Board and Sub-Committee on Alcoholism and Substance Abuse.

Further, during the present calendar year the Intensive Supervision Program (ISP) was implemented in Montgomery County by the Direct Services Unit to serve as an alternative to incarceration for those defendants who would be sentenced to a State correctional facility or to a county term of incarceration.

Since July 1985, the Direct Services Unit has also continued to provide supervision and technical assistance to the Hamilton County Probation Department. This assistance includes a number of technical changes that were applicable to the probation functions of investigation and supervision, as well as other office procedures.

In conjunction with the Division's Alcohol Unit, Direct Services has also obtained an alco-sensor which is now being used in supervising the County's alcohol convicted caseload that currently makes up 30% of the total probation population.

Further Plans

The Division's Planning Bureau and the Direct Services Unit are currently working together in developing further uses of the lap-top computer. The Direct Services Unit will be utilized in field testing the evaluation instrument developed by the Planning Unit during 1987. This instrument will then be used to tabulate the results of the C-MORS findings statewide. In preparation for the C-MORS on investigation, a member of the Division's Planning Unit has been working with Direct Services personnel in preparing a draft of the instrument for criminal investigation.

*"...our first responsibility
is to people, not to
theories."*

1983

*"...preserving the safety and well-being of all members of the Family of New York-is perhaps the most fundamental challenge of any government."
1987*

*"...rehabilitation comes with the realization that life is no easy path, and that it is self esteem, self respect and compassion for others that will get us over life's burdles."
1987*

The Direct Services Unit further plans to provide a pre-trial service for the adult courts. This service will offer these courts an investigation which will advise them as to which offenders could be released on their own recognizance (ROR), thus helping to reduce the local jail population. This will be accomplished through continued integration of the Alternatives to Incarceration Unit with Direct Services.

The Direct Services Unit also plans to utilize its micro-computer to enhance existing software packages and to develop other programs, with the Division's Management Information Systems Unit's assistance, that can be transferred to, or made available for, local probation departments to further improve and/or expand the efficiency of their services.

Family Court And Juvenile Justice Services

Introduction

During 1986, the activities of the Division's Bureau of Field Operations in the area of family court services were guided by the Division's two-part policy in dealing with probation family court operations. That policy reflects the fact that family court probation services are best designed by each jurisdiction to ensure that they meet the needs of the locality. The policy further indicates that these probation services must be provided in coordination with the appropriate local services provided through other child and family service systems, both public and private.

With regard to family court probation services, New York State's family court system is a locally directed system. The practices and procedures of these systems are extremely complex. Broad discretion has been given to these courts and to the localities as to the configuration of services for the clients served by the family court system. Because of this, the responsibility of the local probation department in the area of juvenile justice or family court services is both extensively and widely variable. The Division's main emphasis, therefore, is to assist the development of each local probation department's ability to focus on the coordination of services for family court probation populations.

PINS Adjustment Services Act of 1985

The major activities of the Division during 1986 reflected the policies established by the Division with regard to supporting family court probation services. The primary function of the Division during this year was to work with other agencies of New York State government to facilitate the local adaptation of the PINS Adjustment Services Act of 1985. These efforts resulted in fifteen jurisdictions receiving approval for their PINS Adjustment Services Plans which will be implemented during 1987. The Division is providing over \$2.4 million in "enhanced reimbursement" to these jurisdictions to assist in paying for an expansion of services to PINS children and their families.

By law, the Division is required to work with the New York State Division for Youth, the New York State Office of Mental Health, the New York State Department of Social Services, the New York State Education Department, and other appropriate agencies coordinated by the New York State Council on Children and Families, in order to provide the appropriate assistance needed by those counties implementing the provisions of the PINS Adjustment Services Act of 1985. This has formalized the role of the Division of Probation and Correctional Alternatives as being an agency of coordination, with regard to the establishment of policies, procedures and programs relating to local development and operation of family court related probation services.

These state-level developments parallel the developments of coordination of family court related services taking place on the local level. Results will further demonstrate the realities that the juvenile justice system in New York State is not a system independent of the service delivery systems operated by or funded by New York State and county governments.

During 1987, the Division is mandated to oversee the implementation of the PINS Adjustment Services Act. In this regard, primary efforts will focus on

the interagency development of PINS Adjustment Services Plans for all counties and the creation of a statewide system to implement the new Article Seven preliminary procedures.

Alcohol Services

Introduction

During the past five years, one of the most dramatic changes within probation statewide has been the development of alcohol abuse programming.

Long associated with crime, alcohol abuse has become a major focus of probation activities because of the rapid influx of repeat DWI offenders into this system. The development of an effective supervision model for the DWI offender (Probation-Alcohol Treatment, Suffolk County Probation, 1979) led to an increased interest in the application of alcoholism treatment to various other offender types.

Impact on Total Caseload

More than 25% of the TOTAL Adult Probation caseload (Upstate and Long Island) in 1986 consisted of alcohol abusing offenders (DWI). Ten years ago, the alcohol abusing offender was not even represented as a specific offender population.

In terms of public safety, the alcohol abusing offender is considered a high-risk population. Having been arrested repeatedly for drinking and driving gives an indication of the seriousness of alcohol abuse. The little known fact that nearly half of the DWI's on probation also have criminal records gives evidence that anti-social behavior is present.

Special Conditions of Probation

To insure public safety, the repeat DWI offender is often required to observe special alcohol conditions of probation. Among the special conditions of supervision imposed may be: the requirement to submit to an evaluation to determine alcohol abuse and the requirement to complete treatment; abstinence from alcohol; submission to recognize tests of breath to detect alcohol use; and prohibition of seeking or holding a driver's license during the period of probation sentence.

Specialized Supervision

Specialized DWI supervision units have now been developed in 36 counties to enforce the alcohol conditions of probation and reduce the drunken driving threat to the public. In fact, in 1986 there was a 10% rearrest rate on the more than 20,000 DWI offenders actively supervised by probation officers statewide. Only 4% of those supervised were arrested for continued DWI activity. Local STOP-DWI funds and reimbursements from the State now fund over 75 probation officers to supervise local DWI cases.

Future Trends

Future trends for alcohol programming within probation are very clear. A statistical graph representing the actual caseload of DWI's over the past nine years reveals a consistent increase, and shows no signs of abating. Probation will need to plan and organize its resources to supervise an even larger DWI caseload in the future.

Alcohol Abuse Survey

In addition, a case-by-case survey of local departments has revealed other alcohol abusers on probation in addition to the DWI offenders. With an Alcohol Abuse Survey nearly complete in 1986 and more than 36,000 criminal cases reviewed, 46% or nearly half of the population has been identified as serious alcohol abusers. Patterns of referral to alcoholism treatment agencies are also being identified. With this information, the services of the probation officer will be more heavily focused on the alcohol abuse issue and treatment services for this difficult offender population will be enhanced.

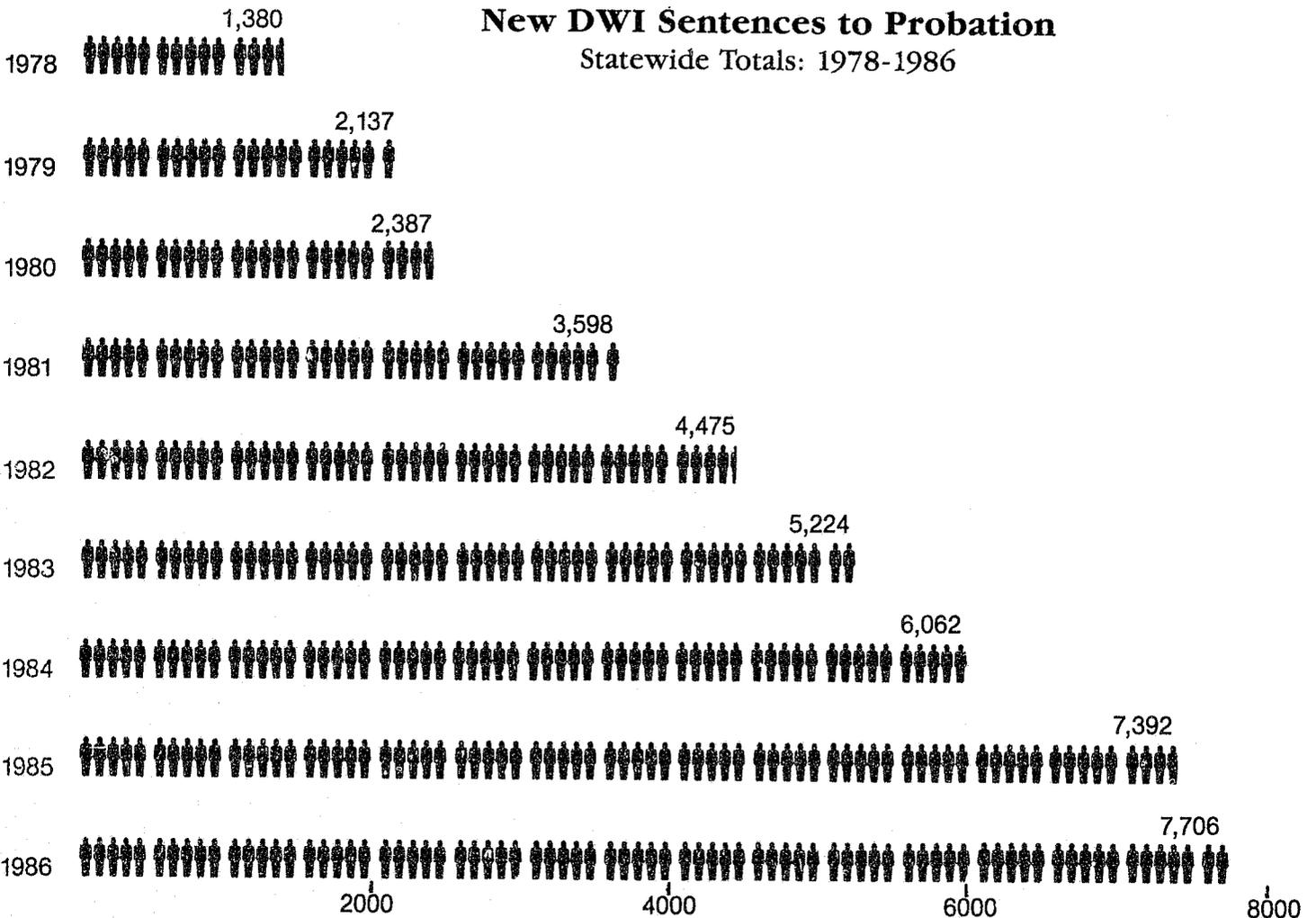
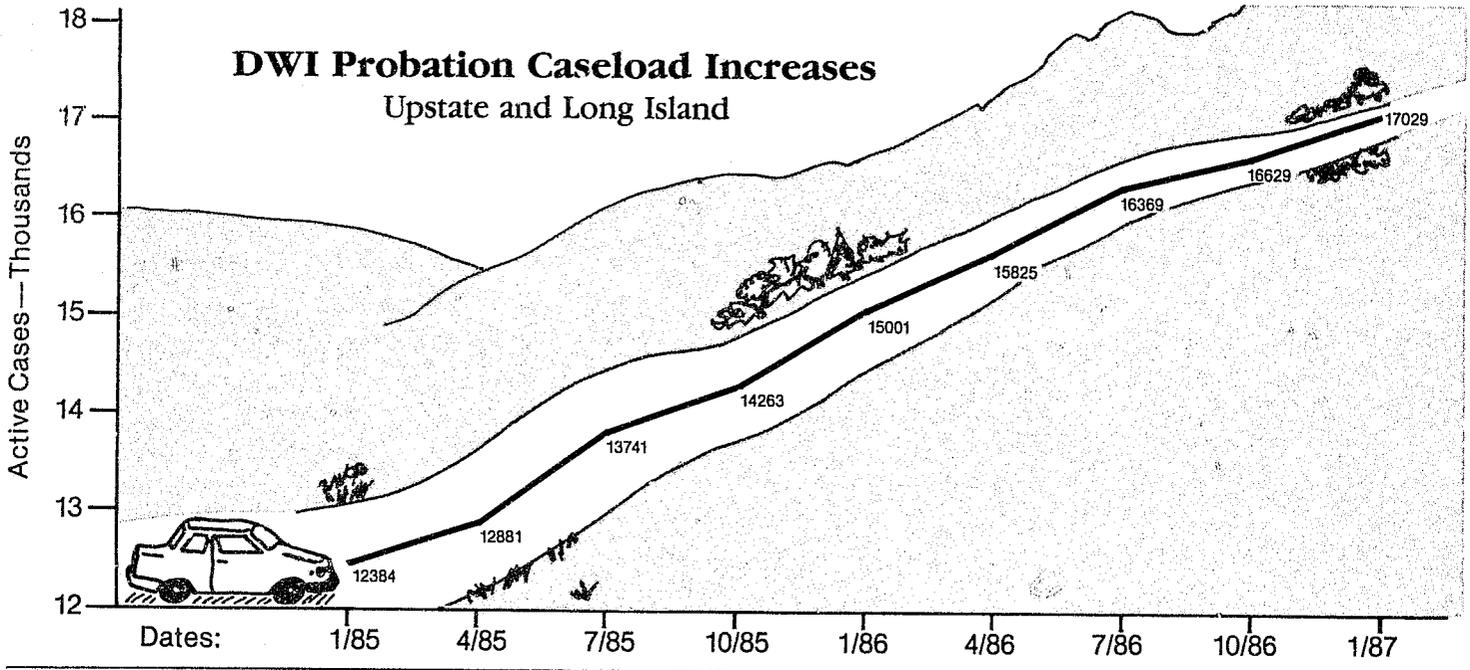
**Probation DWI
Rearrests: 1986
New York State Total**



**N = 23,720
DWI Probation Cases**

Training

The need to train probation officers in the area of alcoholism continues to increase with the large number of alcohol abusing individuals sentenced to probation. The Division has collaborated with the New York State Division of Alcoholism and Alcohol Abuse and the Department of Motor Vehicles to bring more technical training to probation officers during 1986.



1986 DWI Rearrest Data

The Division also examined the nature and volume of rearrests occurring among active DWI probation cases in New York State during 1986. The arrest information is obtained through the Probation Registrant System (PRS). As new arrests for fingerprintable offenses are reported to the New York State Division of Criminal Justice Services by arresting agencies, the PRS file is searched to determine if the arrestee is currently on probation. If the arrestee is on probation, a "hit" notice is sent to the local probation department and a record of the rearrest is maintained in the PRS system.

The Driving While Intoxicated caseload for probation in 1986 was 23,720 cases. This is a combined total of 16,014 active cases at the beginning of the year (January, 1986) and 7,706 cases sentenced to probation for DWI during the entire year.

In 1986 there were 2,466 new arrests reported on active DWI cases (10%). These arrests for new, fingerprintable offenses involved 992 new DWI charges (4%) and 1,474 charges for a wide variety of other Penal Law and Vehicle and Traffic Law offenses.(6%)

Interstate Compact

Introduction

The Interstate Compact Unit is charged with the responsibility of transferring probationers who for various reasons desire to cross New York State lines. Under an agreement entered into by all fifty states, the Interstate Compact for Supervision of Probationers is the oldest Compact in existence having been established in 1934 to handle the growing volume of interstate traffic.

The Division's Interstate Compact Unit processes not only transfers, but requests for investigations and criminal record checks and acts as a networking liaison between local probation departments and all other states and possessions of the United States.

1986 Caseload

In 1986, the Unit transferred 4,129 adults and juveniles in and out of New York State bringing the cumulative total to 5,072 out-of-state probationers under supervision in New York State and 5,286 New York State probationers under supervision elsewhere. Additionally, 1,056 requests for investigations were processed along with 16,167 pieces of case correspondence monitoring probationers' status.

Information/Consultation

Also during the year, the first *New York State Procedural Manual for Juveniles* was drafted and plans made for final printing and distribution. Additionally, the *1986 Interstate Unit Statistics*, a document summarizing the transfer of probationers on a local and nationwide basis, was published and distributed.

The Unit also provided consultation for sixty-two Interstate Designees who are responsible for conducting and supervising transfer operations on the county level.

Automation

During the latter part of the year, implementation began of an electronic data processing system allowing the Unit to convert its control cardfile to an automated standard of operation. Data operators trained by the Division's Management Information Systems Unit began the process of transferring pertinent client information into the system with the eventual goal of providing a more accessible internal control process to allow for a more efficient way of compiling, disseminating and retrieving information as well as facilitating research.

Staff Development

Introduction

An automated system to track the staff development activities in the field of probation and correctional alternatives in New York State was developed in 1986. The goal was to develop a system to serve both as a monitoring device for the Division and as a management planning tool for local departments. This goal was accomplished through the collaborative efforts of local Staff Development Officers and Division personnel.

Continuing Probation Education

As of December 31, 1986, a total of forty-six (46) departments were fully installed in the Division's automated Continuing Probation Education Credits (CPEC) file. This represented a total of 1,198 probation professionals from across the state. The remaining local probation departments in the state will be added to the file in 1987.

The Division conducted an abbreviated analysis of the 1986 information and the most significant characteristics were identified and serve as an introduction to the type of document(s) the Division now has the capability to produce.

Training

A review of the information suggests that the Division can be proud of its staff development efforts in 1986. The records reflect a total of 34,559 hours of training taken by 1,198 professionals. This is an average of 32.6 hours per professional, exceeding the minimum annual requirement of 21 hours by almost 12 hours.

Of the 34,599 total training hours, the Staff and Organizational Development Unit (SOD) of the Division either provided directly or arranged for some 17,840 hours, or 51.6% of the total. Another large segment of training, 24.6% was provided through local departments networking with public resources and taking advantage of local law enforcement agencies and Departments of Mental Health and Social Services.

Primary emphasis in 1986 amounting to some 10,432 hours, or 30.2% of the total training was placed on the development of the basic knowledge and skills of professionals. Nearly one-quarter of the time, 24.7%, involved comprehensive counseling approaches and 6,160 hours, or 17.8%, addressed substance abuse training—drugs, alcohol.

The greatest amount of training activity occurred in the spring quarter with statewide participation amounting to 12,981 hours, followed by the fall quarter with 8,916 training hours.

Consultant Services

In addition to the traditional training hours previously cited, some one hundred and five days (105) of organizational development and capacity building activities were also provided by the Division in 1986. SOD staff served as consultants to agencies or units in agencies to pinpoint problems and find workable solutions, and helped other agencies in developing their own consulting capacity through training employees in general consulting skills, and in some instances, using specific approaches to analyze organizational operations.

Agencies that benefitted from this organizational approach included the probation departments in the counties of Chautauqua, Oswego, Westchester, Putnam, Oneida and Jefferson, and the following state agencies: Division for Youth, Division of Alcoholism and Alcohol Abuse, Division of Substance Abuse, Commission of Correction, Department of Social Services, Department of Tax and Finance, Department of Education and the Governor's Office of Employee Relations.

"I have long maintained that we have a responsibility to ensure that our criminal justice personnel are of the highest possible caliber and that they possess the skills and knowledge needed to perform their very difficult jobs."
1987

Alternatives To Incarceration

Introduction

As the number of persons detained and incarcerated in local jails and state prisons continues to grow, efforts to reduce reliance on incarceration has received increased attention. The Division, through its Alternatives to Incarceration Bureau, continues to develop ways to expand options for sanctioning offenders and to encourage the use of alternatives programs.

Intensive Supervision Program (ISP)

The Intensive Supervision Program (ISP) is a 100% state-funded initiative that has operated in selected counties since 1978. ISP supervises two distinct populations of offenders; those sentenced to probation who are likely to fail under traditional supervision, and those for whom placement in ISP serves as an alternative to incarceration. By limiting ISP caseloads to no more than 25 individuals per probation officer, ISP provides more stringent supervision and more effective case management services. Since the program's inception state funding for ISP has been substantially increased enabling the Division to expand the program to all interested jurisdictions (an increase of some 60% by the end of 1986) and to introduce programmatic innovations designed to strengthen ISP as a sentencing alternative.

To facilitate changes in ISP, in 1986 the State Director appointed a task force to reformulate the *Operational Guidelines for the Intensive Supervision Program*. Among the major changes reflected in the revised *Guidelines* are procedures that enable local probation departments to intervene earlier in cases, thereby facilitating identification and investigation of those felony offenders for whom ISP placement might serve as an alternative to either a local jail sentence or a state prison sentence. Specialized investigation officers are now preparing enhanced pre-pleading and presentence reports on those individuals deemed appropriate for the program and are presenting to the courts very detailed, offender specific proposals for community supervision sanctions in carefully selected cases. Any felony offender sentenced to ISP as an alternative to incarceration will now be subject to much tighter supervision than was ever before possible, including a minimum of twice weekly face-to-face contact with the supervising officer. (Some ISP probationers are required to have daily contact with the local department.) Other typical components of ISP sentences include participation in community treatment programs, performance of community service as an alternative punishment, and imposition of fines and/or curfews, depending on the needs of the case.

Other changes incorporated into ISP through the revised *Guidelines* include: (1) establishment of an "investigation review" procedure and a new ISP job title, Investigative Review Officer, to coordinate alternative sentencing recommendations and to ensure effective court liaison work; (2) availability of ISP supervision on an "interim" basis (i.e., prior to actual case disposition) to enable the court to "test" an individual's response to ISP supervision prior to actually imposing a probation sentence, and; (3) strengthened and more stringent standards for handling violations. Taken together, all of these programmatic modifications serve to strengthen ISP's credibility as an effective alternative to incarceration.

ISP has always been a "workload driven" program, meaning that funding was contingent upon a locality's demonstrated caseload needs. In the past, a number of smaller probation departments were unable to participate in ISP because they did not handle sufficient numbers of serious cases to justify the hiring of a full-time ISP probation officer. This year, to enable smaller counties to take advantage of ISP funding, a unique unit-cost reimbursement system was established that ensures smaller counties a per case fee for each appropriate ISP probationer supervised consistent with the program's *Guidelines*.

Alternatives to Incarceration Programming

In 1986, 100 programs were funded by the Division through the Alternatives to Incarceration Bureau at a total cost of \$8,553,500. Across the state,

"Recognizing that public safety does not require that all offenders be imprisoned, we have also vastly expanded alternative sentencing options."

1987

33 programs were funded as demonstration projects, while the remaining 67 programs were funded under the "Classification/Alternatives" bill, Chapters 907 and 908 of the Laws of 1984.

The "Classification/Alternatives" bill linked utilization of a reduced classification system in county jails to the county's preparation and implementation of an "alternative to incarceration service plan." New York City and 44 counties received funding under this statute in 1986. Eleven counties and New York City received funding for demonstration projects.

Alternatives to incarceration programs fall into five general categories: pretrial release services, community service sentencing, defender-based advocacy, specialized alternatives to incarceration, and management information systems.

Pretrial service programs provide verified information concerning a defendant's roots in the community and make recommendations regarding release on recognizance. These programs reduce reliance on financial conditions of release by identifying those individuals who are most likely to appear in court as scheduled. In this way, the programs not only reduce unnecessary reliance on detention, but also minimize the inherently discriminatory impact that money bail has on those of limited financial means. Twenty-seven pretrial service programs were funded by the Division in 1986 serving an estimated 26,000 defendants.

Community service sentencing programs enable offenders to make reparation for the violation of law reflected in their convictions. They also demonstrate the criminal justice system's desire and intention to hold offenders accountable for their acts by imposing a meaningful punishment in the form of unpaid labor. A community service program will screen the offender for participation and, if qualified, will place the offender with non-profit or governmental agencies where they will complete the number of service hours imposed by the court. Approximately 3,000 offenders were sentenced to perform community service across the 29 programs funded by the Division in 1986.

Defender-based advocacy programs prepare individualized sentencing reports which assess a defendant's background and current circumstances and then present the court with a detailed alternative sentencing plan. Often, this involves mandatory participation in treatment programs and may include enhanced provisions for community supervision and alternative sanctions (such as restitution or community service). The nine defender-based advocacy programs in place statewide provided services to approximately 1,050 defendants in 1986.

The specialized alternatives to incarceration programs encompass a variety of programmatic efforts. Among these are programs for substance abusers, domicile restriction programs and residential programs, as well as programs aimed at developmentally disabled offenders and non-violent sex offenders. A total of 31 state-funded specialized alternative programs served an estimated 15,000 offenders in 1986.

Management Information System (MIS) programs are primarily designed to develop, maintain and/or enhance information systems which facilitate a reduction in local jail populations through routine and specific reports. The information gathered through these programs assist local criminal justice officials to target appropriate offenders for community correction. The MIS programs also help to maintain better information on people coming through the system on both a short and long-term basis. Four MIS programs were funded in 1986.

The Future

In 1987 the Division will work toward completing the expansion of the revised ISP program to all counties. Assistance will be provided to counties previously participating in ISP to redesign and implement the new ISP program. Division staff will also work with those counties not previously participating in ISP to develop and implement the new program.

The Division will continue in its efforts to ensure that basic alternatives to incarceration programs are operating in all jurisdictions within New York State. The Division will also seek to develop and implement programmatic innovations in response to the state prison and local jail overcrowding problems.

In addition, the Division will continue to develop statewide standards governing the operation of alternatives to incarceration programs. Standards

"Effective probation services can have a dramatic impact on the criminal justice system generally and on jail and prison overcrowding particularly."
1983

for community service sentencing and home confinement/electronic monitoring will be drafted in 1987 and the pretrial release services standards drafted in 1986 will be issued in the coming year.

Planning And Policy Analysis

Introduction

In 1985, through a merger of the former Division of Probation with the Alternatives to Incarceration Program, the Division of Probation and Correctional Alternatives (DPCA) was created to facilitate the development of a comprehensive approach to non-incarcerative sanctions in New York State. It soon became evident that fulfillment of this broad mandate, and the integration of all operating units in the agency, depended on the development of an effective planning process. For this reason, in 1986, a Bureau of Planning and Policy Analysis (currently the Bureau of Planning, Policy, and Information) was established within the Division of Probation and Correctional Alternatives.

Purpose

The purpose of the new Bureau was to establish, coordinate, and monitor a planning process, which would assist the agency in its efforts to improve community corrections services and to develop and evaluate its original structure and staffing patterns. During 1986, under the direction of a new Deputy Director, the Bureau of Planning and Policy Analysis implemented internal changes in the Bureau designed to improve the agency's ability to plan new directions for probation and alternatives in New York State.

Organization

By the end of 1986, an extensive reorganization of the Bureau was nearing completion. To assist in the implementation of necessary staffing and structural changes, a Reorganization Implementation Committee, composed of staff from each of the three units in the Bureau, identified issues affecting the reorganization and suggested methods for implementing the organizational change.

Structural and staffing changes were completed in 1986. It was anticipated that mission statements and goals and objectives, which had already been developed with participation from all Bureau staff, would be formally adopted in early 1987. The Bureau goals and objectives would reflect the interdependence of the three components of planning: data processing and information management (performed by the Management Information Systems Unit), research and evaluation (conducted by the Research and Evaluation Unit), and development and monitoring of the planning process, which would become a function of a Planning and Policy Development Unit. Throughout 1986, however, the Bureau did not contain a planning unit. Rather, it was composed of three units: Research and Evaluation, Management Information Systems, and Administrative Analysis. The activities of these three units during 1986 follows.

The Administrative Analysis Unit

During 1986, the Administrative Analysis Unit focused its effort on staff issues. Staff development was a major emphasis for the unit, which served as the work location for two former clerical staff participating in the Public Administration Transition Traineeship. When their traineeship period is completed, these staff persons will receive permanent appointments as Senior Administrative Analysts.

The Administrative Analysis Unit also examined issues concerning staff in local probation departments. The unit collected data on local staffing patterns. This information was entered into a database, which was used to compare workloads of line staff in probation departments across the State. In the future, this database will provide baseline statistics, which will facilitate the

development of workload and staffing standards for probation departments.

Reducing the burden of unnecessary paperwork has been a major priority for the Governor. As a participant in the statewide project to establish agency forms management systems, the Administrative Analysis Unit also developed an automated forms inventory. In addition, several existing forms were revised to improve their efficiency.

The Research and Evaluation Unit

During 1986, the Research and Evaluation Unit significantly expanded its activities in both the research and program evaluation area, while progressing with ongoing projects.

The Research and Evaluation Unit published a series of baseline data reports in 1986: "The Relative Utilization of Probation", "Adult Probationer Characteristics", "Deaths of Probationers: 1984", "Probation Supervision Sentences", and "Client Profiles of the Alternative Sentencing Initiative". Special reports on Intensive Supervision Probation (ISP), the integration of the Alternative to Incarceration Program and State Probation, and Probationer Risk Assessment were also prepared. In addition, the unit assisted in the development of ISP program guidelines and developed materials which were later incorporated in the Division of Criminal Justice Services' County Criminal Justice Profile.

Throughout 1986, the Research and Evaluation Unit was also involved in crucial program evaluations for probation and alternatives to incarceration. The unit completed an evaluation design for the legislatively-mandated evaluation of alternative to incarceration programs. Work was begun on an Incarceration Bound Index for the evaluation of the Intensive Supervision Program (ISP) and alternative to incarceration programs. This index, which identifies probation-eligible offenders who are likely to be sentenced to prison, will be used to assess the extent to which these programs function as genuine alternatives to incarceration.

Extensive involvement with the Comprehensive Management and Operations Review System (C-MORS) continued in the Division's first major effort to review local compliance with the General Rule on Supervision. During the past year, the majority of local probation departments have undergone a formal C-MORS compliance review to measure the degree to which they comply with major provisions of Part 351 of the General Rules. In addition, the five boroughs in Metropolitan New York have recently completed the C-MORS "self-assessment" phase.

The Research Unit provided ongoing assistance in the design of the C-MORS auditing methodology and preparation of audit reports. Data collection, data entry, and report writing were conducted in order to complete the supervision rule review process. Research staff also assisted in the automation of the C-MORS review process and initiated design work for the presentence investigation review.

Finally, during 1986, the Research Unit compiled a long-term research plan designed to insure that unit activities meet the information needs of those requesting pertinent data.

Management Information Systems Unit

The Division of Probation and Correctional Alternatives installed a mainframe computer in 1986. Plans were made, and preliminary steps were taken, to move the agency's information system, the Probation Registrant System (PRS), from the Division of Criminal Justice Services to the Division. Information from PRS which contains data on probationers across the state, is used to produce many routine and special reports for State and local probation staff, State and local management-level decision makers, researchers, fiscal authorities, and legislative staff.

A client data base was also established for the Interstate Unit and for the Alternatives to Incarceration (ATI) Bureau. Programming completed for the Interstate Unit has enabled staff to automatically generate letters and reports and efficiently retrieve information on transfer cases. Programming was also com-

pleted for four alternative programs: specialized alternatives, defender-based advocacy, pretrial services, and community service sentencing.

Data about probationers continued to be entered from seven Division sites and from NYSPIN terminals located in thirty-eight local probation departments. Some of this data is electronically transferred to the Division of Criminal Justice Services' computerized criminal history file. Using this data and fingerprint identification, the Division produces rearrest, death and admission notices, which are then sent to local probation departments through NYSPIN or other communication lines.

The number of NYSPIN terminals installed in local probation departments increased during 1986 from thirty-six terminals in twenty-nine departments to forty-eight terminals in thirty-eight departments. NYSPIN terminals are used for entering data in the Probation Registrant System and/or making inquiries from it and the Department of Motor Vehicles' system, receiving rearrest notices, and criminal history records (RAP sheets) from the Division of Criminal Justice Services, as well as communicating with other criminal justice agencies.

During 1986, the County Automated Probation System (CAPIS) was installed in Allegany, Cattaraugus, Chautauqua, Orange, and Chemung County Probation Departments. Concurrently, plans were made to expand CAPIS from a single to a multi-user system through the use of a compiled language and local area networks. The multi-user version of CAPIS will be available in late 1987.

The Division began using a revised version of its probation department workload report form, which was expanded to include data concerning restitution payments received by probation departments, victim impact statements requested and received, and probationers with AIDS. Numerous requests for workload data continued to be received from criminal justice professionals around the country.

"In the day-to-day struggle against crime, we must be certain that our resources, both in money and manpower, are used where they are most needed."
1983

Technology— Information Systems

Introduction

During 1986, the Division continued to expand its use of technology and increase the number of computers installed. By the end of the year, the agency had its new mainframe fully operational, had micro-computers installed in six units in the central office, at the agency's training academy, and in New York City regional office. Software packages in use included: word processing, spreadsheets, data base managers, and a variety of special application packages. The Management Information Systems Unit concentrated its efforts primarily on the development of the new UNYSIS mainframe computer, while maintaining and enhancing those applications previously developed.

Mainframe Computer

The Division installed a mainframe computer in 1986, and ran routine and special request reports from the machine beginning in November. The probation registrant system (PRS) data for these reports was downloaded from the Division of Criminal Justice Services' computer and uploaded on the Division's mainframe monthly to prepare for these runs. At the same time the Division began a project to move the Probation Registrant System to the agency from the Division of Criminal Justice Services.

During the year a client data base system was also established and made operational for the Interstate and the Alternatives to Incarceration Units. Analysis and programming was completed for the Interstate Unit enabling the staff to automatically generate letters and reports, and retrieve information on transfer cases more easily than previously. Analysis and programming for each of four ATI systems (specialized alternatives, defender based advocacy, pre-trial services, and community service sentencing) was completed in preparation of data collection and data entry.

*"Good government is not just a matter of laws...it depends on the people who staff its agencies, direct its programs, and execute its policies."
1983*

Probation Registrant System

Probation data continued to be entered from seven Division sites and numerous NYSPIN terminals located in local probation departments. Some of this data was then electronically sent to the Division of Criminal Justice Services' computerized criminal history file. Using this data and fingerprint data, the Division of Criminal Justice Services continued to produce rearrest, death and admission notices and to send them to probation departments using either NYSPIN or other communication lines.

During the year the Division also continued to produce many routine and special reports for state and local probation staff, other management level decision makers, researchers, fiscal authorities, and legislative staff.

NYSPIN

The number of NYSPIN installations in local probation departments rose from 36 terminals in 29 departments to 48 terminals in 38 departments. The terminals were used for entering data and inquiring into the Probation Registrant System and the Department of Motor Vehicles, receiving notices and RAP sheets from the Division of Criminal Justice Services, and communicating with other criminal justice agencies.

CAPIS

During 1986, the County Automated Probation Information System (CAPIS) was installed in Allegany, Cattaraugus, Chautauqua, Orange, and Chemung County Probation Offices. Additionally, twelve other counties explored the possibility of utilizing CAPIS. Of these, four are scheduled for installation in 1987, three have been provided with copies of the Restitution portion of CAPIS, two are pursuing acquisition of equipment through their county legislatures and the remaining three, although too large for installation of the full CAPIS system are utilizing the CAPIS design in working with their county EDP departments.

Concurrently, plans were made to expand CAPIS from a single-user system to a multi-user system through the use of a compiled language and local area networks (LANS). Working toward this objective, all programs were first converted literally to the dBASE III computer program. Presently, this code is being adjusted to utilize the advanced features of dBASE III. It is expected that the multi-user version of CAPIS will be available during late 1987.

Workload

The Division also began using a revised version of its workload reporting forms which included additional restitution data, victim impact statement data, and AIDS data. Numerous requests for workload data continued to be received from criminal justice professionals around the country.

Affirmative Action

Introduction

The Affirmative Action Officer administers, directs and manages the Division's Affirmative Action Program on a day-to-day basis as mandated under Executive Order No. 6. The overall goal of the agency's Affirmative Action Program is to ensure the development, implementation and delivery of all agency programs and services which effectively serve racial minorities, women, disabled individuals, Vietnam Era Veterans, and other disadvantaged groups in the following areas:

- Affirmative Action and Equal Employment Opportunity;
- Minority and Women-Owned Business Development;
- 504 Compliance;
- Contract Compliance.

1986 Initiatives

The following Affirmative Action Program initiatives were advanced by the Division's Affirmative Action Officer and implemented at the local proba-

tion department level during 1986:

- The appointment/designation of an Affirmative Action Coordinator and alternate for Erie, Monroe, Nassau, Onondaga, Suffolk and Westchester County Probation Departments. These individuals serve as liaisons between the Affirmative Action Officer and the local probation department (as well as county affirmative action officer).
- The creation of a County Affirmative Action Advisory Group, composed of the six Department's Affirmative Action Coordinators and alternates. The advisory group met three times and was utilized to appraise the Division of problems, issues and concerns pertinent to affirmative action.
- The increased recruitment of, and contact with, protected class members and their communities at the local level.
- The gathering and analysis of county probation department workforce data.

Under an agreement reached between the Division and six local probation departments, namely Erie, Monroe, Nassau, Onondaga, Suffolk and Westchester, the Division has also attempted to generate goals and timetables for these counties. Site visits by the Affirmative Action Officer accompanied by the State Director and Department of Civil Service staffers were made to five of the six counties to collect personnel and affirmative action data.

In an attempt to increase protected class representation in its county workforce the Division, in cooperation with State Civil Service and local probation departments, is presently reviewing its present regulations and standard specifications for professional probation titles, with the intention of promulgating new/revised regulations. After participating in several meetings with representatives of the "Big 6" Project, and State Civil Service Division staff, draft specifications were developed for a new title, Probation Officer (Minority Group Specialist) and final action in this regard is pending.

The Future

The Affirmative Action Office will continue to work with State Civil Service personnel in regard to the recruitment of protected class persons and the examination process for the positions of probation officer/probation officer trainee.

It will also continue to pursue resolution of concerns regarding the new title of Probation Officer-Minority Group Specialist and will complete the "Big 6" Project and generate goals and timetables for the counties of Erie, Monroe, Nassau, Onondaga, Suffolk and Westchester.

Fiscal Services

Introduction

The Aid to Localities Fund available to the Division of Probation and Correctional Alternatives provides significant financial support to public and private agencies in every jurisdiction of the State. State Aid can provide all costs for a specific program or service, as in the case of the Intensive Supervision Program and Alternatives to Incarceration Demonstration Programs, as a share of gross expenditures, funding for the PINS Diversion Program and Alternatives to Incarceration Classification Projects, or as a percentage of net expenditures, as in the case of State Aid for local probation services.

Alternatives to Incarceration

First adopted in 1982, Alternatives to Incarceration Programs encourage localities to develop plans which lead to effective non-incarcerative programs. All counties and the City of New York are to receive State support using an allocation formula for reclassification projects. A number of projects have also been established to specific line item appropriations. Classification expenditures are split equally between local and State sources while demonstration programs are totally supported with State Aid.

In 1985, classification and demonstration projects employed 426 people and had gross expenditures in excess of \$8.5 million. State Aid totalled \$4.3

"Our justice system must respect the fundamental rights of everyone."
1987

million. In 1986 gross expenditures were estimated to be \$11.6 million and State Aid appropriations totalled \$8.5 million.

Intensive Supervision Program

Significant modifications have been made in the Intensive Supervision Program since it was initiated in 1978. Changes recommended by the Governor, and implemented in 1986, have resulted in a comprehensive approach to community-based sanctions that mandates specific punishment and supervision.

In 1985 Intensive Supervision Program expenditures totalled more than \$5.2 million and supported approximately 170 staff members in 34 jurisdictions. A 1986 appropriation has made enhanced services available in every locality in the State. Local probation departments invest a small nonreimbursable amount for other than personal services costs related to the staff supported by this program.

Direct Services

Direct probation services in Montgomery County are provided by the Division in accordance with Section 247 of the Executive Law. Staff provide a full range of probation services and are involved in testing new technology, policy and procedures. In 1985 \$235,000 supported eight staff members. In 1986 an appropriation of \$274,000 was available to continue services by these staff members.

Local Probation Services

State Aid for local probation services is the largest category of both staff support and funding available from the Division. Based on a reimbursement rate for approved expenditures, State Aid provides approximately 35% of the total amount spent to support the operation of local probation departments. These gross expenditures totalled approximately \$103 million in 1985 and supported 3,600 staff members. State reimbursement amounted to \$37,850,000. 1986 State Aid reimbursement will total \$43.6 million and support a total program of \$124.5 million statewide. In addition to providing for general salary increases and inflation, this increased expenditure supported additional staff members in local probation departments.

Division Operations

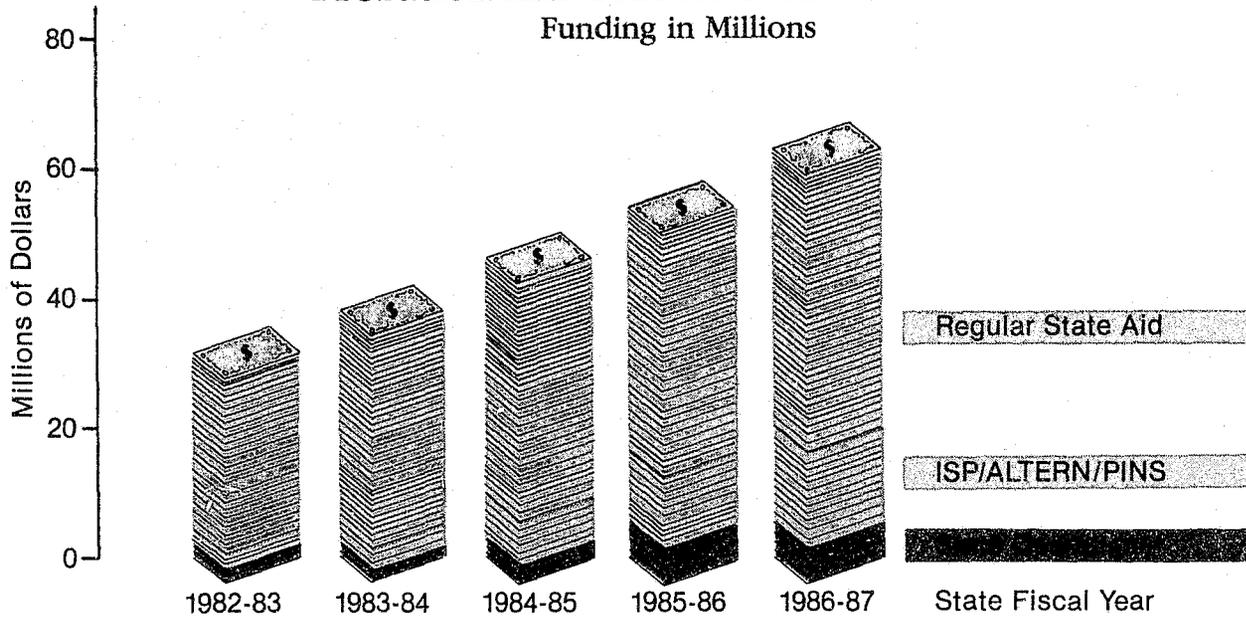
The State Operations Fund provides support for approximately 100 positions in the Division of Probation and Correctional Alternatives. These staff are distributed in five Major Programs: Administration; Alternatives to Incarceration; Direct Services; Field Operations; and Policy, Planning and Information. In 1985 approximately \$4.2 million, 8% of the total available to the Division, was used to support these programs. In 1986, 7%, \$4.6 million of the \$64.2 million available to the Division, was invested in agency operations.

Funding Summary

The distribution of Division funds for 1985 and 1986 as well as the growth of probation and correctional alternatives funding over the last five years are presented in the following graphs.

*"...we have finite resources
to deal with infinite
desires."
1987*

Probation and Correctional Alternatives Funding in Millions



Distribution of DPCA Funds

1985-86 Total: \$55.1 Million

Aid to Localities: \$50.9 (92%)



State Operations:
\$4.2
(8%)

1986-87 Total: \$64.2 Million

Aid to Localities: \$59.7 (93%)



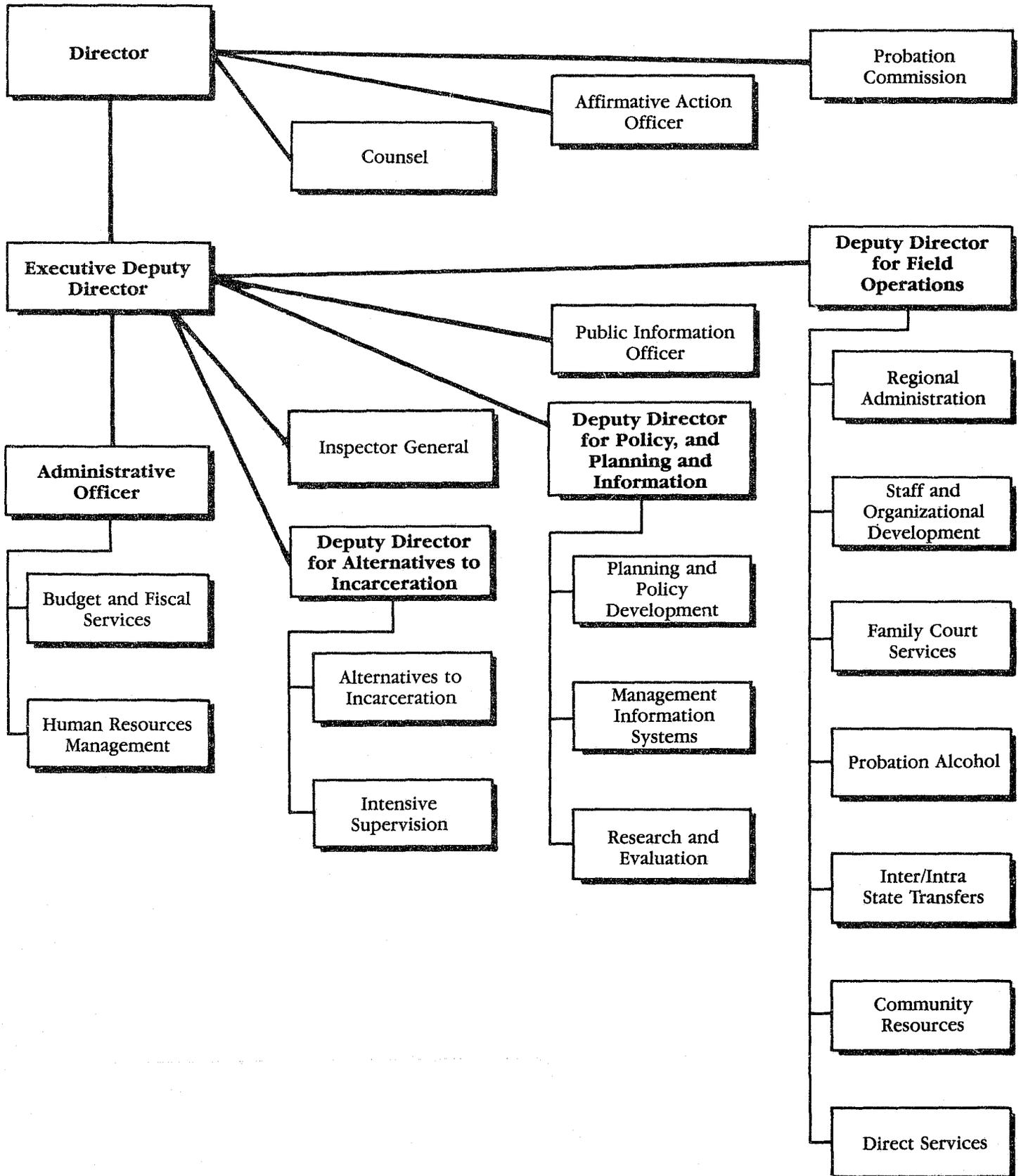
State Operations:
\$4.5
(7%)

1986 Gross Expenditures, Local and State Share

County	Local Share	State Share	Gross Expenditures
Albany	1,404,611	1,636,243	3,040,854
Allegany	164,883	79,361	244,244
Broome	652,732	479,078	1,131,810
Cattaraugus	197,412	120,715	318,127
Cayuga	147,035	86,876	233,911
Chautauqua	385,406	280,293	665,699
Chemung	567,542	373,376	940,918
Chenango	109,062	60,302	169,364
Clinton	276,272	198,339	474,611
Columbia	168,076	101,912	269,988
Cortland	273,636	182,059	455,694
Delaware	97,243	55,580	152,823
Dutchess	920,277	614,962	1,535,239
Erie	2,380,262	2,075,722	4,455,984
Essex	91,728	52,400	144,128
Franklin	193,262	112,898	306,160
Fulton	211,194	135,386	346,580
Genesee	223,398	259,807	483,205
Greene	145,671	85,101	230,772
Hamilton	11,274	5,524	16,798
Herkimer	159,272	92,452	251,724
Jefferson	424,806	281,242	706,048
Lewis	96,979	54,201	151,180
Livingston	145,192	123,742	268,934
Madison	265,136	178,342	443,478
Monroe	3,139,801	2,317,011	5,456,812
Montgomery	8,464	282,264	290,728
Nassau	12,725,400	8,992,524	21,717,924
Niagara	557,858	329,611	887,469
Oneida	851,317	629,633	1,480,950
Onondaga	2,267,881	1,737,240	4,005,121
Ontario	382,191	248,302	630,492
Orange	954,079	632,455	1,586,534
Orleans	237,124	132,086	369,210
Oswego	582,194	359,243	941,437
Otsego	88,596	55,737	144,333
Putnam	282,419	202,973	485,392
Rensselaer	583,840	410,171	994,011
Rockland	1,095,663	651,312	1,746,975
St. Lawrence	518,270	358,292	876,562
Saratoga	337,038	223,069	560,107
Schenectady	667,279	405,726	1,073,005
Schoharie	95,353	56,612	151,965
Schuyler	89,225	51,719	140,944
Seneca	114,933	69,481	184,414
Steuben	333,127	248,028	581,155
Suffolk	9,249,935	6,477,028	15,726,963
Sullivan	458,302	250,312	708,614
Tioga	197,828	111,774	309,602
Tompkins	360,727	243,939	604,666
Ulster	433,100	286,017	719,117
Warren	183,656	113,593	297,249
Washington	106,264	61,252	167,516
Wayne	335,006	244,178	579,184
Westchester	3,633,700	2,983,737	6,617,437
Wyoming	75,780	50,216	125,996
Yates	71,351	32,496	103,847
New York City	24,156,021	17,885,848	42,041,870
Upstate	50,730,062	36,973,944	87,704,006
Statewide	74,886,083	54,859,792	129,745,875

Division of Probation and Correctional Alternatives

Organizational Chart



Division Of Probation And Correctional Alternatives

Directory Of Offices

Central Office

60 South Pearl St., Albany, NY 12207

Edmund B. Wutzer, *State Director* 518/474-1210
Jean M. Angell, *Executive Deputy Director* 518/474-3454
Theodore Kusnierz, *Deputy Director for
Field Operations* 518/474-3454
Bart Lubow, *Deputy Director for
Alternatives to Incarceration* 518/474-7767
Alice Green, Ph.D., *Deputy Director for
Policy, Planning and Information* 518/473-6206
Linda Valenti, *Counsel* 518/474-2233
Phyllis J. McNeal, *Affirmative Action Officer* 518/474-5024
Jack H. Barry, *Information Officer* 518/473-0684

Western Regional Office

Gen. William J. Donovan Bldg.
125 Main St., 4th Floor, Buffalo, NY 14203

John Bongiovanni, *Probation Program
Administrator* 716/847-3454

Central Regional Office

429 State Office Bldg., Syracuse, NY 13202

John J. Maceri, *Probation Program
Administrator* 315/428-4039

North/Eastern Regional Office

60 South Pearl St., Albany, NY 12207

John R. Paquin, *Probation
Program Administrator* 518/473-1049

Metropolitan Regional Office

Herbert Cohen, *Probation Program
Administrator* 212/587-4673

Statewide Training Academy

1134 New Scotland Road, PO Box 8660, Albany, NY 12208

Joseph J. Feller, *Staff Development
Administrator* 518/473-1751

