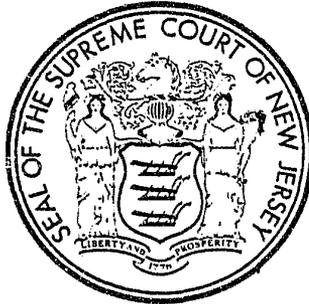


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New Jersey Supreme Court  
**STATE ADVISORY BOARD for PROBATION**

Report for 1984  
and  
Agenda for 1985

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NCJRS

SEP 13 1988

ACQUISITIONS

# New Jersey Supreme Court

113483

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## STATE ADVISORY BOARD FOR PROBATION

Report For 1984

And

Agenda For 1985

Horace J. DePodwin, Chair

NCJRS

SEP 13 1988

Administrative Office of the Courts  
Probation Services Division  
Justice Complex, CN-037  
Trenton, N. J. 08625

ACQUISITIONS

April 1985

## SUMMARY

In 1984, Chief Justice Robert N. Wilentz appointed a State Advisory Board for Probation to serve as an advisor to the Supreme Court on matters related to probation. The Board is composed of 21 members from government, business, labor, academia, the probation service, and the public at large. During its first year, the Board pursued work in four major areas through committees, Local Advisory Committees, Measurement, Training and Innovative Projects.

The Committee on Local Advisory Committee endorsed the establishment of Advisory Committees for probation and established guidelines for their functions, organization, and membership.

The Committee on Measurement noted a crucial lack of information in usable form with which to measure probation activities. They made recommendations to improve probation budgeting, staff allocation, use of automation, and assessment of performance.

The Committee on Training recommended the establishment of a comprehensive training program for probation and judicial support staff, delivered and administered by a Training Academy.

The Committee on Innovative Projects reviewed examples of innovative and exemplary projects, and identified 20 as being of merit and worthy of consideration for replication in New Jersey.

The proposed agenda for 1985 will focus on Public Involvement and Support, Performance, Standards and Resources; and will continue the work of the Innovative Projects Committee. The Board will review the first two years of its operation and report to the Supreme Court. The Board is grateful for the dedicated support they received from Harvey M. Goldstein, Assistant Director for Probation, William D. Burrell, Chief of Supervision Services, Raymond R. Rainville, Chief of Child Support Enforcement Services, and Michael H. Epstein, Research Associate, of the Administrative Office of the Courts.

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## INTRODUCTION

The New Jersey Supreme Court's State Advisory Board for Probation derives from a series of activities initiated early in the tenure of Chief Justice Robert N. Wilentz. In 1980, the Chief Justice appointed a Committee on Efficiency in the Trial Courts of New Jersey which undertook a comprehensive review of the administrative aspects of the New Jersey Trial Court System. The Efficiency Committee reported deficiencies in the system's administrative structure and particularly in control and guidance for Probation Services. The committee recommended that the Supreme Court focus the 1982 Judicial Conference on Probation Services and that it appoint "a community and court support board including private citizens speaking for their communities" to review probation and report to the Judicial Conference. Both recommendations were implemented. Specifically, the Chief Justice established twelve local advisory committees to guide the Judiciary in preparing the 1982 Judicial Conference on Probation. The local committees consisted of criminal justice practitioners and related professionals, as well as persons not so involved.

There followed a Final Report on State and Local Public Participation in Probation, prepared for the Judicial Conference and approved by the twelve local committees, which articulated the purpose of citizen involvement in probation:

The average citizen's awareness of the Probation System and the Courts--what they are, where they are, and what they do has been very limited. The creation of State and regional boards with membership from the general public would do much to bring the systems and the community in closer touch with one another, providing citizens an opportunity to share their special points of view and to be involved in shaping probation policies.

State Advisory Board for Probation

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After reviewing various ways of structuring such citizen participation, the 1982 Judicial Conference endorsed two administrative rules to accomplish these ends.

R. 9:6.3 State-Level Advisory Board

There shall be a State-Level Advisory Board to recommend policies, advise the Supreme Court regarding the adequacy of plans and budgets of each probation office, report annually to the Supreme Court as to the effectiveness of the services provided and assume any other responsibilities as the Supreme Court may delegate. The Chief Justice shall appoint to the board community members and criminal justice practitioners. The Administrative Director shall be a member of the Board and serve as its secretary.

R.9:7-6(E) Local Advisory Committees

Advisory committees shall be established at the county level to provide advice and guidance to the probation offices. The committees shall be composed of criminal justice professionals and community members appointed by the Chief Justice upon recommendation of the assignment judge. The local probation liaison judge shall chair the committee and the local chief probation officer shall serve as secretary.

These two rules were adopted by the Court in May of 1983.

Subsequently, the Chief Justice appointed 21 persons to the first New Jersey State Advisory Board for Probation. Its members and their affiliations follow.

Dr. Horace J. DePodwin, Chair  
Graduate School of Management,  
Rutgers University  
Chair, Measurement Committee

Tricia Fagan  
Association for Children  
of New Jersey

Oswaldo Fierro  
CURA, Inc.

Harold Holloway\*  
Mercer County Probation  
Department  
Chair, Innovative Projects  
Committee

Dawn Jennings  
Camden County Probation  
Department

Walter Johnson  
Volunteer in Probation  
Monmouth County

Victor R. King  
Attorney in Private Practice

Dr. Paul Lerman  
Graduate School of Social Work  
Rutgers University

Edward J. Lenihan  
Renaissance Newark, Inc.

Robert D. Lipscher  
Administrative Director  
of the Courts

Jude Mayo  
New Jersey Department of Labor  
and Industry

John T. McHugh  
Middlesex County Administrator

William J. Michalowski  
Carpenter's International

Dr. Joseph I. Naus  
The Graduate School - New Brunswick  
Rutgers University

Richard Quane  
Drenk Guidance Center  
Chair, Local Advisory Committee

Oliver Quinn  
Urban League of Essex County

Thomas Randazzo  
Citizen Member

Edward Reading  
Medical Society of New Jersey

Diane Scott-Bey  
Essex County Probation Department

Richard van den Heuvel  
Middlesex County Corrections  
and Youth Services

Bohdan Yaworsky  
Jersey City State College  
Chair, Training Committee

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\* Mr. Holloway was appointed to fill the vacancy created by the resignation of Michael A. Stabile, Chief Probation Officer, Somerset County.

State Advisory Board for Probation

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PURPOSE OF THE STATE ADVISORY BOARD FOR PROBATION

The purpose of the Board is to serve as both advocate and advisor to the Supreme Court for probation services. Its responsibilities are:

1. To recommend probation policies to the Supreme Court;
2. To advise the Supreme Court regarding the adequacy of plans and budgets of each probation office;
3. To report annually to the Supreme Court as to the effectiveness of the services provided; and
4. To assume any other responsibilities as the Supreme Court may delegate.

The Board's priorities for the first year were set by the Supreme Court and reflected their desire to achieve prompt improvement in the effectiveness and efficiency of probation services.

Priority #1: Develop a plan for implementing a Probation Training College.

The 1982 Judicial Conference on Probation recommended that the Supreme Court establish a probation training college (R. 9:4-5(a)). The Board was asked to help develop the college by studying training needs, resources, facilities, curriculum, and financial support.

Priority #2: Identify and Publicize Examples of Innovative Initiatives in County Probation Departments.

In order to stimulate improvement in the effectiveness of probation services, the Board was asked to identify exemplary and innovative projects in probation. Frequently, examples of excellence, creativity, and innovation are not known beyond individual jurisdictions. The Board's role is to identify such exemplary efforts and to make them known to professionals in probation throughout the State.

Priority #3: Guide the Establishment of the Local Advisory Committees.

The Supreme Court asked the Board to oversee and guide the establishment of Local Advisory Committees and to concern itself with these matters: membership, work priorities, local probation services, and increasing public interest and support. Then, in two years the Board is to advise the Court as to the future of the local committees.

Priority #4: Review the Final Report of the Probation Personnel Committee and Develop an Implementation Plan for Approved Recommendations.

In anticipation of the completion of the work of the Probation Personnel Committee, the Court asked the Board to assist in implementing the approved recommendations. The Board did not receive the report of the Committee during 1984.

Priority #5: Recommend Additional Projects that the Advisory Board Wants to Pursue During the First Year.

The Supreme Court recognized that the Advisory Board may wish to pursue additional projects.

#### WORK OF THE ADVISORY BOARD

The first year of the State Advisory Board for Probation was a learning experience for all of its members and the majority had to acquire detailed knowledge about probation. Additionally, the workings of the Board, its committees, and staff evolved as the year proceeded.

To accomplish its work, the Advisory Board was divided into four committees,

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each addressing a major area, i.e. Training, Local Advisory Committees, Innovative Projects, and Measurement. Each committee worked quite independently over the year, providing status reports to the full Board at regular meetings. Major probation policy issues were covered at Board meetings and the committees received guidance from the discussions which ensued. The full Board met six times during 1984 at the Richard J. Hughes Justice Complex in Trenton and each committee met more frequently at various sites around the State.

The remainder of this report presents the highlights of the Board's work and a proposed agenda for 1985. Copies of the full reports of the four committees are available from the Administrative Office of the Courts.

## I. COMMITTEE ON LOCAL ADVISORY COMMITTEES FOR PROBATION

An administrative rule for probation, specifically R. 9:7-6(e), calls for the establishment of local advisory committees to provide advice and guidance to probation departments. The concept of local advisory committees flows from the 1982 Judicial Conference and has roots in the work of the Committee on Efficiency. The Judicial Conference viewed local committees as "a creative experiment with much promise." The Supreme Court, therefore, directed the Advisory Board to guide that experiment and oversee the establishment of the local advisory committees. Five tasks were specified:

1. Within the framework of the policies adopted by the Supreme Court bearing on the local committees, recommend criteria and guidelines for selection of members for those committees;
2. Develop a plan of action which would result in the establishment of pilot advisory committees on a county basis;
3. Prepare a plan for monitoring the performance of those committees;
4. Recommend priorities for the local committees to pursue during their first year of operation; and
5. Propose a strategy which will increase public interest in, knowledge of and support for probation services, a strategy to be pursued jointly by the Advisory Board and the local Advisory Committees.

In pursuing these tasks, the Committee sought to benefit from the experience and counsel of a wide range of people in New Jersey and outside. This process revealed that while not easy to implement or universally welcomed, local advisory committees can be a positive force in the growth, development, and improvement of probation services.

The Committee noted two major types of boards, one oriented toward providing services and playing an active role in probation programs and the second a more traditional group providing advice and counsel. The Committee recommends that the Local Advisory Committees be given the flexibility to define their own role.

Recommendations for the establishment and operation of local advisory committees fall into four areas: core functions; supplemental functions; membership and organization; and administrative structure.

#### CORE FUNCTIONS

These local advisory committee functions are seen to be significant:

- ° Review and evaluate current probation policies, practices, and programs with the aim of providing advice and guidance regarding the effective and efficient delivery of probation services.
- ° Provide input for the development of the annual probation plan and budget. Review, evaluate, and, as appropriate, support the annual probation plan and budget developed by county probation departments.
- ° Provide an on-going forum for the exchange of ideas and viewpoints among the community, the courts, police, corrections, probation staff, probationers, and other related groups.
- ° Act as a community spokesperson for the probation function in areas such as public information, budget hearings, and community activities in coordination with Chief Probation Officers.
- ° Develop and expand the role of volunteers in probation service.

SUPPLEMENTAL FUNCTIONS

Just as the State Advisory Board may expand its scope of activities, the Local Advisory Committees need not limit themselves to their core functions. The following is an illustrative, but not exhaustive, list of possible additional tasks which local committees may wish to undertake:

- ° Serve as advocate for probationers in the development and expansion of probation department programs.
- ° Raise funds for new or innovative services to meet the needs of probationers with appropriate consideration of constraints of law and propriety.
- ° Encourage the development of community resources to assist in the rehabilitation of probationers.
- ° Cooperate in site development and provide other assistance to Community Service Sentencing Programs.
- ° Serve as an advocate for probationers with public and private agencies for development of policies and procedures that encourage and promote rather than restrict access to employment and local support groups.

The core and supplemental functions listed above should not limit the scope of work undertaken by Local Advisory Committees. The Advisory Board, the AOC, and the Judiciary should encourage these committees to work with county probation departments on experimental approaches to probation, particularly those which call for considerable community involvement.

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MEMBERSHIP AND ORGANIZATION

Each local advisory committee should be composed of a core membership of ten, including these persons from the vicinage:

Probation Liaison Judge	Chief Probation Officer
Volunteer in Probation	Probation Officer
Recent Ex-Probationer	Representative of a Labor Union
Representative from the Business Community	Representative of a Service Organization or Church
Representative from a Local Non-Profit Human Service Agency	Representative of the County Administration

In addition to the ten core members, the Local Advisory Committee should include additional members selected from the following institutions, according to local availability and need:

Police	Drug and Alcohol Abuse Agencies
County Corrections Agency	High School or Adult Education
Mental Health Agency	Board of Social Services (Welfare)
County Vocational School	County Human Services Department
County Bar Association	Employment and Training Agencies
College or University	

The members of the Local Advisory Committee shall be balanced with respect to ethnicity, race, and sex using approximate ratios from the U.S. Census of Population. As an alternative, Local Advisory Committees may choose to establish their membership with representation of the ethnicity, race, and sex of the Probation caseload.

While the rule establishing the Local Advisory Committees sets the Probation Liaison Judge as chair and the chief probation officer as secretary, the committee believes that a more flexible approach to formal leadership should be taken. It is recommended that R.9:7-6(e) be amended to have the Chief Justice appoint chair and secretary of each local advisory committee.

#### ADMINISTRATIVE STRUCTURE

Once established, each Local Advisory Committee should formulate a plan of action for the first year and submit it to the Administrative Office of the Courts and to the State Advisory Board. Also, local committees will be asked to send the Board agenda and minutes for all meetings and an annual report. The New Jersey Sunshine Law should serve as the standard in matters of public disclosure.

The Administrative Office of the Courts is asked to help create, educate, and guide local advisory committees with written material, such as a manual, training sessions, and conferences, including an annual conference of Local Advisory Committees and the State Advisory Board.

The State Advisory Board will report to the Supreme Court semi-annually on the work of local advisory committees. These reports will evaluate the progress of individual committees and, as appropriate, make recommendations for improving local involvement in probation across the State.

## II. COMMITTEE ON MEASUREMENT

The Committee on Measurement was established to fulfill one of the Advisory Board's major responsibilities, i.e.,

". . . [to] Report annually to the Supreme Court as to the effectiveness of the [probation] services provided."

Presently, it is not possible for the Board to determine with reasonable accuracy the effectiveness of probation services. A major reason is the absence of uniform information on probationers and on the work of probation departments. By and large, standardized information needed to measure effectiveness does not exist or it is so difficult to obtain that it is virtually unavailable. Therefore, the Committee on Measurement undertook the following tasks: reviewed available data and documents from probation departments; studied reports on probation from New Jersey and other states; and conducted a limited survey of probation departments. Lastly, site visits were made to examine what is acknowledged to be the State's most advanced probation management information system.

### PRELIMINARY FINDINGS

The Committee found it difficult to make definitive statements about probation measurement issues because of the great diversity in recording probation details at the vicinage/county level. While diversity is not intrinsically bad or good, the degree to which it exists in New Jersey raises many questions. It becomes problematic when one attempts to assess the impact of diversity, because there is so little systematic information available. Nonetheless, the Committee makes the following preliminary observations:

## State Advisory Board for Probation

- ° There appears to be great variance in the workload of county probation departments and in the time devoted to individual cases. This reflects itself in the number of cases handled per staff member. For example, juvenile supervision caseloads in 1983 averaged 79 per probation officer statewide, but in individual counties it ranged from 35 to 142. Adult caseloads for 1983 averaged 160 statewide, with a range of 71 to 284, amounting to a four-fold difference between the extremes.
- ° There is great variance, also, in the cost per case among counties. While some of this is due to salary scales, other factors impact cost more significantly. Total cost per case for one year of juvenile supervision ranged from \$276 to \$1,205, with a statewide average of \$550 per case. Adult supervision averaged \$279 per cases per year, with a range of \$117 to \$637.
- ° There is also a great deal of variation in the way work is processed. Thus, the sequence of probation work from county to county is far from uniform.
- ° There is no accepted definition of what comprises quality probation services. Probation supervision, for example, suffers from a lack of definition and structure, making it difficult to determine what is high quality supervision.
- ° Finally, there is great variance from county to county in the environment which produces the need for probation services, creating large differences among counties in the work probation services must perform. The extent and seriousness of criminal, social, and economic problems has important implications for staffing, procedures, and resource requirements from county to county.

From the information available, the Committee has reached the tentative conclusion that what appears to be great variation among the counties in how probationers are serviced raises an important policy question: Does the lack of uniformity in administering probation make justice less equitable statewide? If it is the view of the Supreme Court that persons throughout the state should receive reasonably equal treatment whenever they encounter the state's probation service, the following recommendations have special significance beyond their purpose of improving efficiency.

## RECOMMENDATIONS

1. Probation budgets should be organized and presented in a fashion which facilitates in-depth analysis and comparisons of costs among counties. The AOC has experimented with program based budgeting for probation and the Committee recommends that this work continue.
2. Staffing patterns for probation vary drastically across the state and do not appear to be related in any rational or systematic way to workload. Methods should be developed to directly connect staffing levels to the workload of departments. Workload based models have been widely adopted in probation nationally and should be studied for their utility for New Jersey.
3. Probation budgeting, cost analysis and control, program planning, and case analysis and control in New Jersey have failed to take advantage of the potential for cost reduction through automation. Computerization is rare in the state's probation system despite what seems to be self evident benefits from its pursuit. The Committee urges the adoption of computer technology to record, process, store, and produce management information on an on-going basis. A significant portion of this information should be comparable for all counties within the state.
4. Documentation of the outcome of probation services is elusive to all but the most determined researcher. Probation needs to be able to provide regular data on the performance of probation, i.e., how well the process is working and on the outcomes of probation. Broadly stated, measures need to be developed to determine whether probation is effective at accomplishing its essential tasks and, if not effective, why? Examples of such measure follow:
  - ° Probationer characteristics, problems and needs;
  - ° Service delivery to probationers, courts and community;
  - ° Probationer behavior while under supervision; and
  - ° Probation department activities.

### III. COMMITTEE ON TRAINING

In many public and private sector organizations, training and staff development are increasingly recognized as an important organizational activity. Education viewed broadly as the enhancement of knowledge, seldom provides workers with all the knowledge and skills needed for specialized duties. Preparing people to accomplish specific organization based tasks is frequently the responsibility of employers. The responsibility enlarges as organizations such as state governments hire inexperienced staff, frequently giving them employment not available elsewhere.

Training and staff development are especially important in the field of probation, where skills and processes become outmoded as society changes. New theories, new ideas, and new procedures demand that workers be trained regularly. Unfortunately, such training for probation services in New Jersey has been found wanting.

In 1973, an administrative report concluded:

The training program for probation staff in New Jersey is not presently adequate to meet the overall needs of the system for competent operative, supervisory and managerial personnel. Training must be further expanded and intensified so that all levels of the staff can be included in the training process.

In 1980 the New Jersey Supreme Court Committee on Efficiency reiterated the need to upgrade the training for probation work:

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1. Edward B. McConnell and Fred D. Fant, A PROGRAM FOR THE IMPROVEMENT OF PROBATION SERVICE IN NEW JERSEY, (Trenton: Administrative Office of the Courts, 1973), p. 11.

Training is generally regarded as inadequate by the probation staff... In addition, there is no management training for lower level staff. People promoted to the management level generally are inexperienced in management skills...<sup>2</sup>

Then, the 1982 Judicial Conference on Probation recommended that the Supreme Court establish a probation training college [R.9:4-5(A)]. It became the charge of the Committee on Training to address these needs and present viable recommendations.

As part of this effort, the Committee met with representatives of the various levels of state and county judicial and probation systems. These meetings focused on four issues: training needs and concerns; curriculum; and resources, physical, human, and financial.

Organizations are rarely static during the efforts of committees to study them. More often they continue to change and evolve. In fact, changes have occurred in the training area since the report of the Committee on Training was prepared. The Administrative Office of the Courts has consolidated staff training activities. The AOC training staff, while located in Probation Services, is led by a newly appointed Chief of Training with responsibility for all judicial staff training and development. AOC training activities have been expanded and more resources have been made available.

These administrative changes are consistent with the committee's preliminary recommendations to the Advisory Board. The Committee has recognized these new directions and incorporated them in the plans for a Training Academy.

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2 Probation Subcommittee of the New Jersey Supreme Court Committee on Efficiency, NEW JERSEY PROBATION STUDY (Trenton: Administrative Office of the Courts, 1980), pp. IV - 5,6.

A summary of the Committee's report follows. Its central theme revolves around the establishment and maintenance of formalized training for probation. For a more detailed presentation, the reader should consult the full report of the Committee.

#### TRAINING ACADEMY

The committee's principal recommendation concerns the establishment and maintenance of a Training Academy. The proposed Academy should have facilities where it can develop all of the needed resources to mount an effective training program. The Academy, with its own staff, should design statewide, regional, and local programs. Specific recommendations follow:

A TRAINING ACADEMY SHOULD BE ESTABLISHED AS A SEPARATE STRUCTURAL ENTITY WITHIN THE AOC WITH RESPONSIBILITY FOR DESIGNING AND IMPLEMENTING ALL TRAINING ACTIVITIES FOR PROBATION AND OTHER JUDICIAL STAFF THROUGHOUT THE STATE.

The Board, recognizes the need for the AOC to maintain ultimate responsibility for all judicial training activities. Within this framework the Board emphasizes the need for a strong commitment to probation training.

The Committee's recommendation calls for a five year plan for training, designed in such a manner as to encourage career development for all staff within the Judiciary. Further, each staff member should be allocated the equivalent of one week each year for training programs. Satisfactory completion of the Academy's programs or their equivalent should be a consideration in appointment and promotion of staff.

With all the work that will be required in the development and implementation of training programs at the state, regional, and local levels of government, it

## State Advisory Board for Probation

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will be important that the director of the Academy receive support from probation units across the state. To this end the Committee recommends that all probation vicinages have a training coordinator appointed by the Vicinage Chief Probation Officer.

### CURRICULUM

Curriculum for the Academy is critical to its effectiveness and success. It must reflect the tasks required of probation staff and must be based on regular and systematic needs assessments.

Finally, the Committee foresees the proposed training function to evolve and mature with experience, and therefore, the Committee recommends triannual assessment primarily by professionals from outside probation services. The results of such evaluation should be reviewed by the Academy staff, the Administrative Office of the Courts, and the Professional Development Committee.

The Committee recommends further that formal guidelines be established for all training courses, whether offered at state or local levels, and that all academy based training be coordinated with other judicial education programs.

### PHYSICAL RESOURCES

The Committee recommends that under ideal circumstances, the Academy would operate in a setting that can accommodate both residential and non-residential training. It was concluded that the Justice Complex in Trenton cannot accommodate all of the intensive training programs of the type the Committee envisions. Satellite training sites for regional and local programs would be required, also.

HUMAN RESOURCES

The Committee recommends that the Academy have a core training staff that it make full use of professionals in local probation departments, provide internships for students at area colleges and universities, and make maximum use of higher education programs and faculty.

FISCAL RESOURCES

The Committee recommends that the Academy have responsibility for presenting a comprehensive annual budget to the AOC. The Committee further recommends that Academy sponsored courses be free to participants. It was further suggested that the Probation Advisory Board review possible funding sources to support these recommendations for probation training.

The Board observes that a substantial sum would be required to implement these recommendations. The State of New Jersey, through the AOC, has spent \$1.6 million on court system training, excluding salaries and wages, since 1975. About two-thirds was provided by the federal government and the remainder by the State. Probation training was allocated about \$7 per year for each of probation's 1,800 employees or a total of \$128,000 over nine years. This sum is substantially less than training expenditures for Judicial Education. The Board believes it important to fund probation training at a much higher level. It is the Board's view that the Administrative Director of the Courts should review expenditures on probation training and inform the Board as to whether they are adequate.

#### IV. COMMITTEE ON INNOVATIVE PROJECTS

In recent years, probation departments throughout the State have been required to provide increased services for an ever growing caseload despite diminished resources. This service burden has been aggravated by ever growing diversity in the population groups probation must serve. Some departments have sought to maintain, and where possible improve, their effectiveness through innovative programs. The Committee on Innovative Projects seeks to:

- ° Identify innovative probation programs of significance;
- ° Determine how to replicate exemplary innovative programs on a statewide basis; and
- ° Promote widespread use of such programs.

While the Committee recognizes that outstanding programs exist nationwide, they concentrated first on New Jersey programs currently in operation. In some cases, projects reviewed in this report are not truly innovative. They are included, nevertheless, because the Committee believes they are exemplary and worthy of replication in vicinages where similar conditions exist.

The process of identifying innovative probation programs required that the Committee contact all county chief probation officers. Fifty-five programs were submitted for consideration by 15 of the State's 21 counties. The Committee selected 20 programs for inclusion in this report based on the following criteria:

- ° Programs readily adoptable by probation departments statewide;
- ° Programs which do not require substantial resources;

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- " Programs not mandated by statute, Court Rule or Administrative Office of the Courts policy; and
- ° Programs aimed at persons controlled and supervised by probation.

While the examples of innovation presented here range from simple to complex, they require few, if any, additional resources. An example is Hudson County's Contract Probation, a project which requires no additional expenditure while it increases compliance with the rules of probation and reduces caseload volume by shortening the length of probation.

At least one of the projects described here, particularly Atlantic County's placement and counselling for probationers, is administered at much lower cost than similar programs in other departments. It illustrates that cost comparisons for similar work done by departments across the State is warranted.

Brief descriptions of the selected programs follow. A more detailed exposition is given in the Appendix, which will appear in booklet form and will be distributed to probation departments by the Board.

## INNOVATIVE AND EXEMPLARY PROJECT SUMMARIES

### JUVENILE PROBATION JOB READINESS AND FOLLOW-UP PROGRAM, Atlantic County

A program designed to train juveniles how to retain their potential, prepare resumes, present themselves to prospective employers, and as a result obtain meaningful and productive employment.

Results: Several students from first class secured employment with a local food chain.

### JUVENILE PRE-GED PROGRAM, Atlantic County

Program designed to further the education of probationers by having them work for their GED certificate in a setting less formal than a conventional school.

Results: Early results indicate that most applicants need much remedial work prior to preparation for the GED exam.

### JUVENILE JOB PLACEMENT PROGRAM, Burlington County

This program develops rotating employment slots appropriate for unskilled teenagers under probation supervision. Half of earnings go toward restitution and VCCB payments.

Results: Program not in operation at time of survey.

### RECALL CASELOAD, Camden County

Specialized supervision for juveniles released from institutions to probation supervision.

Results: More successful than regular supervision.

### URINE MONITORING, Essex County

Persons are obligated to submit urine samples either three times weekly or during periodic spot checks. The courts rely on the program when drug usage is either suspected or confirmed. The court often makes monitoring mandatory.

Results: "Probationers themselves were the first to admit that it was often this fear of detection which kept them off drugs." After four years without the program, due to budget cutbacks, it is being reinstated.

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SHOPLIFTING PREVENTION CLASS, Gloucester County

This program is an educational program focusing on adults for whom shoplifting is a criminal act for the first time. In a full day program it explores shoplifting's social and economic effects and illustrates its impact on offenders.

Results: No formal follow-up has yet been conducted.

SHOPLIFTING PREVENTION CLASS, Gloucester County

The two hour program is designed to inform youths of the seriousness of their offenses and the impact of shoplifting. Referrals from Juvenile Intake, the court, and probation officers.

Results: Recidivism rates for attendees have been under 5%.

MOTOR VEHICLE VIOLATION CLASS, Gloucester County

Class organized by the Probation Department for young persons who "borrow" cars for joy rides. A State Trooper addresses the class and stresses the tragic and painful consequences of careless and unlawful vehicular use. Thirty-five classes handled 363 juvenile participants from 1978 thru March, 1984.

Results: Program has not been evaluated.

DRUG & ALCOHOL CLASS, Gloucester County

The program operates in conjunction with the director of a local out-patient drug abuse facility. Parents and juveniles are handled in separated sessions. Juveniles deal with laws on drug and alcohol abuse and effects on the body. Drug counsellor speaks to parents regarding their child's drug taking behavior and how to deal with it. Thirty-eight classes handled 387 juvenile participants from 1978 thru March, 1984.

Results: Program has not been evaluated.

VANDALISM CLASSES, Gloucester County

Laws regarding Criminal Mischief and Arson are described and the penalties for adults are defined. It is pointed out that vandalism is essentially an immature act by an irresponsible person. This new program has had four classes with 49 participants.

Results: Program has not been evaluated.

ANTI-SHOPLIFTING PROGRAM, Gloucester County

This program is designed for adult first time offenders. It includes presentations by store loss-prevention managers, films, and group discussions. Fifty-four people have successfully completed the program.

Results: Program has not been evaluated.

THE PROBATION PERSPECTIVE, Gloucester County

This intra-departmental newsletter is published several times a year. In each issue an area within the department is recognized for a job well done.

Results: Probation staff views the publication very favorably.

PROBATION NOTES TO THE JUDICIARY, Gloucester County

This is a periodically issued newsletter informing the county judiciary of current happenings within the probation department.

Results: All feedback on Probation Notes has been very positive.

CHILD SUPPORT ENFORCEMENT, Hudson County

Use of a Lock Box and a full range of automated accounting services for child support program collections. Cost is \$2,000 per year.

Results:

1. Probation personnel relieved of responsibility of direct handling of daily deposits.
2. Program produces disbursement checks.
3. Monitoring reports are prepared by bank.
4. Probation staff has access to account histories through computer terminals.

CONTRACT PROBATION, Hudson County

By contractual agreement, probationers may reduce length of probation. The program provides clients an incentive to behave in a socially acceptable

Results: Program has not been evaluated.

State Advisory Board for Probation

COMPUTERIZED "ON-LINE" SYSTEM, Middlesex County

Computerized system for all cases under supervision provides quick and efficient access to file information. Provides management with workload information at probation officer and department levels.

Results: Information collection, dissemination, and use in research now done more efficiently.

DUNNING SUPERVISED COLLECTIONS, Middlesex County

Collection procedure of VCCB penalties, fines, and restitution for individuals not placed on some form of probation.

Results: Marked improvement in collections for this type of case.

CITIZENS DISPUTE SETTLEMENT PROGRAM, Middlesex County

The program provides an alternative to the criminal prosecution of neighborhood and domestic disputes through mediation:

Results Only five to ten percent of the cases have returned to court.

MANAGEMENT INFORMATION/CASE MANAGEMENT SYSTEM, Union County

Since 1980, all Juvenile and Criminal Division cases have been computerized. Pertinent information readily available on each case with a good profile of each individual on probation.

Results: The System has proven helpful to line staff, supervisory, and administrative personnel.

VOCATION SERVICE CENTER, Union County

Established in 1979, the program serves as an in-house employment service. The center provides employability assessment counselling and placement. Referrals come from probation officers and support payment investigators.

Results: From January, 1979 to December, 1983, 1,974 initial interviews were conducted and 406 direct job placements achieved.

## V. STATE ADVISORY BOARD FOR PROBATION-AGENDA FOR 1985

During 1984, the Probation Advisory Board organized itself, developed working relationships with the AOC, probation departments, and probation professionals, and prepared guidelines for programs, as requested by the Supreme Court in its charge to the Board. Thus, the first year was devoted as much to organizational matters as to work on specific programs. During its second year, the Board will become more deeply involved in the probation function, per se, devoting more time to assessing the effectiveness of probation's many facets, including a review of approaches to probation used by the Judiciary and county probation departments, and in presenting proposals for change. The Board plans to increase its involvement with the State's probation function by working through the AOC in four principal areas during 1985.

### Agenda Area One: Public Involvement and Support for Probation

The Advisory Board believes that the success of probation depends in large measure on the extent of community support available to probationers and local probation departments. For example, the typical young adult, perhaps a disadvantage minority with the burden of supporting other family members, frequently has a small chance of completing probation successfully. The obstacles range from inability to obtain employment to inability to perform successfully even if employed. Therefore, the Board will make a major effort in 1985 to develop those elements of public involvement which will render support to the probation function statewide. The specific aspects of this area of the Board's 1985 Agenda follow:

## State Advisory Board for Probation

1. Create local Probation Advisory Committees and monitor the performance of these committees against established standards.

The local committees will be organized sequentially as the year progresses so that the Board may benefit from the experience gained.

2. Create a statewide program of support for probation in New Jersey by enlisting business, educational, social, religious, and community organizations to help improve the effectiveness of probation as well as the chances of individual probationers succeeding.
3. Explore the potential for the success of a community based New Jersey foundation devoted to exploring and testing alternatives to traditional probation methods.
4. Develop, and to the extent possible implement, a plan to improve the public's perception of probation and the role it plays in society. This includes evaluating the public's image of probation in the context of its realities.
5. Study the funding of probation and, in particular, the feasibility of having some probationers bear a portion of the costs they impose on taxpayers. Such a study should consider the issues of equity and feasibility of charging offenders on probation for their supervision. The experiences of states which charge such fees and proposals for such fee collections, which have been introduced into the New Jersey Legislature, should be reviewed.

### Agenda Area Two: Probation Performance, Standards, Information, and Resources

This second principal area concerns the effectiveness of probation. Its elements include determining standards of performance, establishing and gathering the information to measure performance against established standards, and recommending how to achieve high levels of performance with minimum resources.

The specific aspects of this area of the Board's 1985 Agenda follow:

1. Ascertain minimum standards of performance for probation departments, including standards relating to the success of probationers under their control; work output and job performance of probation activities, e.g. juvenile supervision, child support enforcement, community service.

2. Work with Probation Services, AOC, to create an on-going system for monitoring probation performance across the State and test the system in several probation departments.
3. Work with Probation Services, AOC, to create a modern system for recording and analyzing of information through a movement from labor intensive methods to the use of modern dispersed data processing.
4. Once the Probation Personnel Committee report is released, move promptly to help implement its major recommendations.
5. In 1985, the Board will work with the AOC to institute formal training for persons in probation along the lines advocated in this report. Should the AOC request, the Board will undertake further work on the proposed Training Academy, pursuing details of cost of training, sources of revenue, curriculum, faculty, and relevance for and integration with other AOC functional areas.

#### Agenda Area Three: Innovative and Exemplary Projects

The Advisory Board will continue to work on identifying and communicating innovative and exemplary projects. Specifically, the Board will:

1. Disseminate throughout the State the information gathered in 1985 on innovative and exemplary projects. Encourage county probation departments to have their programs include more effective methods of dealing with probationers.
2. Search nationwide for innovative projects and, as appropriate, include exemplary projects with those recommended for adoption by county departments.

#### Agenda Area Four: Performance of the State Advisory Board for Probation

In the fall of 1985, a performance review of the Advisory Board will be undertaken. The Board will seek the assistance of professionals, including persons associated with probation in New Jersey, as well as professionals from other states. The purpose of the review is to determine whether the board is fulfilling its mission.

State Advisory Board for Probation

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The reviewers will be asked to suggest modifications in charter, composition, and method of operation, as appropriate. The report should be designed to be useful to the Supreme Court and the AOC.

APPENDIX

Innovative and Exemplary Projects in Detail

JUVENILE PROBATION JOB READINESS  
AND FOLLOW-UP PROGRAM

Atlantic County  
Steven T. Green, Vicinage Chief Probation Officer

Contact: Lee Smith (609) 345-6700 ext. 2500

Project Description

The program is designed to train juveniles how to realize their potential, prepare resumes and present themselves to prospective employers. If successful they will be able to obtain meaningful and productive employment. Due to limited resources, currently, one probation officer is involved part time with this program. The program stresses such job skills as resume preparation and how to look through want ads.

In mid November there were six juveniles enrolled in the preparatory stages of the program. Due to lack of resources the program is limited and relies on the spare time of one probation officer. Another key feature of the program involves appropriate follow on each placement.

Target Population

Juveniles on probation in need of jobs.

Goals

To prepare juveniles to enter the job market and secure employment.

Results

To date there have been 50 juveniles placed. This represents a 77% placement rate for program participants.

Costs

Direct:

None

Indirect:

No cost as probation officer works the project around his normal caseload.

Secretarial support is minimal as in the cost of paper and copying services needed for the project.

## JUVENILE PRE-GED PROGRAM

Atlantic County  
Steven T. Green, Vicinage Chief Probation Officer

Contact: Lee Smith (609) 345-6700 ext. 2500  
or Mike Garvin (609) 345-6700 ext. 2500

### Project Description

The program is designed to further the education of probationers by helping them work toward their GED certificate on informal setting. Currently the program is designed to work one-to-one with participants. The department has assigned two probation officers who are also certified teachers to work on a part time basis on the project. (The project effort is in addition to a full caseload).

It was found that a group setting would not work with this particular client population. It was also found that most participants required a great deal of preparation to even get near the GED stage. The current program is designed to work with up to five clients at a time.

### Target Populations

Juveniles under supervision, ages 17-19.

### Goals

To increase the educational opportunities of the program participants.

### Results

Two clients have successfully completed the program and passed the GED exam. Most applicants, though, need much remedial work prior to the preparation for the GED exam.

### Costs

#### Direct:

\$70 for one set of books (more sets would be desirable).

#### Indirect:

Minimal copying expenses.

## JUVENILE JOB PLACEMENT PROGRAM

Burlington County  
J. Edward Paglione, Vicinage Chief Probation Officer

Contact: Donna Giamoni (609) 261-5030

### Project Description

The program will provide a full range of employment counselling functions. When necessary, elementary job skills will be taught to the juvenile offenders. The program will also assist in the development and maintenance of placement opportunities. This is accomplished in coordination with the Department of Labor Job Service and private employers.

A major objective of the program is to provide an opportunity for the juveniles to earn the monies needed to meet restitutions and VCCB penalty requirements.

### Target Population

Male and female juvenile probationers, ages 16-18, who display a willing and responsible attitude toward work and employment.

### Goals

To teach job skills and provide the opportunity to earn the monies for restitution and VCCB payments.

### Results

The program currently involves approximately 40 youngsters each year.

### Costs

Direct:  
One Senior Probation Officer.

## RECALL CASELOAD

Camden County  
Kenneth E. Spaar, Vicinage Chief Probation Officer

Contact: Edward Miklosey (609) 757-1797

### Project Description

This program is a form of juvenile I.S.P. The project currently works through the office of one Family Court Judge. Cases may be selected for early release any time up to the date of parole. The average time in an institution is 2-3 months. Cases selected by the Judge are thoroughly reviewed by the probation department and a formal contract, spelling out specific conditions, is prepared.

The ideal caseload size is a maximum of 25. Supervision involves additional field visits, school visits, and, where appropriate, worksite visits. With two officers generally assigned to the project, the program is designed for 45-50 juveniles. The subjects remain in the program for the length of their probation, usually 18 months to two years.

### Target Population

Juveniles 10-17 years old released from institutions to probation supervision.

### Goals

To reduce recidivism through intensive supervision and counseling.

### Results

Approximately one third of the probation terms are revoked. This is greater than regular probation, but the cases are considered more difficult.

### Costs

#### Direct:

None

#### Indirect:

Since the program supervises approximately 2/3 of one normal caseload, the cost of the program could be calculated at the salaries of 1 1/3 probation officers.

SHOPLIFTING AWARENESS PREVENTION CLASS

Essex County  
Nicholas Fiore, Vicinage Chief Probation Officer

Contact: Kirk Nixon (201) 621-4224

Project Description

The program is designed to serve as an educational method to deal with the ever increasing problem of juvenile shoplifting. The course serves to instruct the participants that the act constituted a criminal offense. Additionally, it explores the social and economic effects on the stores, families, community, police, and courts.

The program is composed of an oral presentation, film, literature, a small group exercise and an evaluation. The session will be given separately for both the urban and suburban populations. Slight modification of the presentation will be made depending on the population.

Approximately six sessions are conducted during the course of a year. There are 15-20 participants in each session. Each juvenile is required to attend with at least one parent or responsible adult.

Target Population

Juveniles charged with their first shoplifting offense..

Goals

To reduce repeat offenses.

Results

During the first two years of the program there were 422 participants. An early follow-up study showed 4% recidivism rates.

Costs

Direct:

JAD police officer and a store security officer are provided without cost.

"The Myth of Shoplifting"

Film \$325

Video \$295

Indirect:

Probation officer time of three hours is reimbursed through comp time, usually the morning of the class.

## URINE MONITORING

Essex County  
Nicholas Fiore, Vicinage Chief Probation Officer

Contact: Ronald Kovacs (201) 621-5213

### Project Description

The purpose of the program is to determine whether or not persons supervised by the probation department are abusing drugs. The goal is to discourage use. Positive test results will be used for the purpose of confrontation. The program will be used to get people into treatment who require treatment and to violate people who continue to abuse drugs.

The process will begin with spot-checking. If spot-checking produces positive results, we will move into routine urine monitoring until a pattern of use or non-use is established.

The project will be staffed by a full-time clerk who will be responsible for all record keeping. All testing has been contracted out.

### Target Population

Any suspected or confirmed drug user.

### Goals

To identify drug abusers and get them into self-help programs or if they decline, inform the court of their actions.

### Results

Project too new at this time. An earlier project indicated a positive analysis rate of approximately 10%.

### Costs

#### Direct:

One full-time clerk

Urine analysis: opiates - \$4.50

majority of rest of drugs - \$4.50

both of above - \$6.50

marijuana - \$8.00

## SHOPLIFTING PREVENTION CLASS

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Edwin S. Stetser (609) 853-3455  
or Robert B. Kafka (609) 853-3455

### Project Description

The program originated in late 1976 in response to numerous complaints of juveniles being charged with shoplifting. The first session was held on January 20, 1977, and has been conducted on a monthly basis since then.

Each class consists of approximately ten juveniles who have been charged with a first time shoplifting offense. Referrals come primarily from the department's juvenile intake unit.

All participants are required to attend with at least one parent or responsible adult. Each offender is required to tell about the incident which brought him into contact with the criminal justice system. They are openly questioned as to the site of their offense, merchandise involved, its value and manner of apprehension. As this portion unfolds the leader brings out important points about shoplifting laws and the effects of shoplifting on stores and society in an easy conversational manner. Parents are invited to tell how they became aware their child was picked up for shoplifting; their reaction to such information and what corrective measures were taken, if any. A relevant film, "The Myths of Shoplifting" is shown followed by a discussion. Local police departments and store security people have been a great help in the implementation of the program.

### Target Population

Juvenile offenders initially involved in shoplifting offense.

### Goals

1. To teach the offenders the seriousness of the offense.
2. To reduce repeat offenses.

### Results

Early program follow-up found recidivism rates of 5%. Unfortunately there was no base upon which to compare this. Also, no recent follow-up has been conducted.

Reports from the community have been very positive and one local shopping center has credited the program with the reduction of shoplifting there.

### Costs

#### Direct:

"The Myths of Shoplifting"  
Film \$325 Video \$295

#### Indirect:

Three hours of comp time for the project coordinator.

## MOTOR VEHICLE VIOLATION CLASS

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Edwin S. Stetser (609) 853-3455  
or Robert B. Kafka (609) 853-3455

### Project Description

The typical referral to the Motor Vehicle Violation Class is a young person who has "borrowed" a car for a joyride. These cases usually come through the route of Juvenile Intake.

The class features a trooper from the New Jersey State Police Speakers Bureau. He seeks to impress upon participants the tragic and painful consequences of careless and unlawful vehicular use. Special attention is paid to laws regarding drinking and driving and laws which allow a judge to withhold driving privileges for a period of time after the young person reached his seventeenth birthday.

As of early 1984, 363 juveniles participated in this program in a total of 35 classes. Sessions are scheduled when approximately ten appropriate referrals are made. They are conducted at a rate of about one per month. The classes are held in a county facility during the evening.

### Target Population

Juveniles charged with "joyriding."

### Goals

1. To explain the potential hazardous consequences of the act.
2. Reduce repeat offenses.

### Results

No formal evaluation of this project has yet been conducted.

### Costs

#### Direct:

The State Trooper is provided at no charge.

#### Indirect:

Three hours of comp time for the Program Coordinator.

DRUG & ALCOHOL CLASS

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Edwin S. Stetser (609) 853-3455  
or Robert B. Kafka (609) 853-3455

Project Description

This one evening session is designed to inform juvenile drug and/or alcohol abusers and their parents as to the dangers of continued usage. The sessions are run in conjunction with the director of a local out-patient drug abuse facility. Parents and juveniles deal with the laws on drug and alcohol abuse. They are also informed as to their effects on the body. The drug counselor speaks to the parents regarding the child's drug related behavior and how to deal with it.

There are currently plans under way to expand this program to three weekly counseling sessions of two hours each.

Target Population

Youth. Referred from Family Court Intake or directly from the court.

Goals

To reduce continued drug and alcohol abuse.

Results

As of early 1984, 387 juveniles, with their parents, have attended 38 sessions. No follow-up on repeat offenders has been done.

Costs

Direct:

Drug Counselor - \$40 a session  
Film: "Magic Bill" - MTI Teleprograms, Inc.  
"Epidemic: Kids, Drugs, and Alcohol"

\$495 - Film  
\$395 - Video

Indirect:

Three hours of comp time for program coordinator.

## VANDALISM CLASSES

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Edwin S. Stetser (609) 853-3455  
or Robert B. Kafka (609) 853-3455

### Project Description

This is a one evening, two hour session presented to approximately ten youngsters who have been charged with vandalism type offenses. A parent of each participant is also required to attend.

During the session the laws regarding criminal mischief and arson are described and the penalties for adults are defined. Two films are also shown which illustrate the immaturity of the vandalism act.

### Target Population

Referrals come through the intake unit of individuals placed on probation for committing acts of vandalism.

### Goals

To reduce repeat acts by program participants.

### Results

As of early 1984, approximately 50 participants and parents have been in the program. No formal follow-up has been conducted.

### Costs

#### Direct:

Films: "Vandalism: The Mark of Immaturity"  
AIMS Instructional Media - \$195  
"A Vandalism Story: The Clubhouse"  
Motorola Teleprograms, Inc. - \$195

#### Indirect:

Three hours of comp time for program coordinator.

ADULT ANTI-SHOPLIFTING PROGRAM

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Edwin S. Stetser (609) 853-3455  
or Robert B. Kafka (609) 853-3455

Project Description

This program offers the Municipal Court Judges an additional sentencing alternative in dealing with the growing problem of adult shoplifting. Classes are held at a local community college all day Saturday, as needed. Referrals come directly from the Court where the defendant signs a notice informing him of the requirement to attend the course and where and how to report.

The class begins with the "personal report." Each participant is required to tell the rest of the class what item they shoplifted and their feelings about the incident. This is followed by a discussion of shoplifting laws. A major department store provides their regional Loss Prevention Manager to discuss shoplifting from the perspective of the merchant. Films are introduced into the program. Participants are asked to look at the impact the offense has on them personally. Referrals to other agencies are suggested as appropriate. The program concludes with an evaluation questionnaire.

Target Population

Adult, first time shoplifting offender referral by municipal court as a requirement of their sentence.

Goals

To acquaint the offender with the seriousness of the cost thereby reducing repeat offenses.

Results

As of early 1984, 54 individuals have gone through the program. No formal follow-up has been done.

Costs

Direct:

Store Security - no charge	
Film - "The Myths of Shoplifting" & "Shoplifting - You Pay for It"	
\$495 - Film	\$495 - Film
\$395 - Video	\$395 - Video

Indirect:

One day of comp time for the program coordinator.

THE PROBATION PERSPECTIVE

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Robert Miles (609) 845-1600

Project Description

This is an in-house newsletter which is published several times a year. Each issue contains information about various units within the department as well as personal news items.

In a moderately large but spread out department, this vehicle keeps the staff informed as to what is happening in other divisions. It provides relevant, job related news as well as items about department members.

Target Population

The probation department staff.

Goals

To improve moral through a formal information discrimination network.

Results

Among the staff, the paper has received minimal, but generally favorable reviews.

Costs

Direct:

None

Indirect:

Minimal for printing and secretarial expenses.  
Estimated at \$110 per issue.

PROBATION NOTES TO THE JUDICIARY

Gloucester County  
Norman Helber, Vicinage Chief Probation Officer

Contact: Robert Miles (609) 845-1600

Project Description

This is a periodically issued newsletter designed to keep the county judiciary informed of current programmatic activities within the probation department. This serves as an informal vehicle to keep the judges abreast of and changes in programs as well as the development of new programs. It helps to inform the judges of all options available in probation and be of greater service to the courts.

Target Population

The county judiciary

Goals

To keep the judges informed of the activities conducted by the probation department.

Results

All feedback on Probation Notes has been very positive. The judges seem to appreciate the form of informal communication

Costs

Direct:

None

Indirect:

Minimal for paper and secretarial support.  
Estimated at \$107 per issue.

## CHILD SUPPORT ENFORCEMENT

Hudson County  
William Hyler, Chief Probation Officer

Contact: William McDonough (201) 795-6836

### Project Description

Under a contractual agreement between the probation department and a local bank, all child support monies will be collected (through a post office box) and dispersed by the bank. The bank provides the probation department with computerized printouts of daily activities, as well as a weekly cumulative investigator history trial balance. Additionally, the bank will produce monthly history reports,

The project is intended to streamline the department's record keeping process and keep a closer watch on problem cases.

Because of inaccurate records being initially placed on the computer system, many early problems arose. The majority of these have been resolved and the project is beginning to meet its early promise.

### Target Population

Child Support Enforcement clients and staff.

### Goals

To streamline collection process and case workload.

### Results

1. Probation personnel relieved of responsibility of direct handling of daily deposits.
2. Program produces disbursement checks.
3. Monitoring reports are prepared by bank.
4. Probation staff has access to account histories through computer terminals.

### Costs

Direct:

Bank contract \$2,000/year.

## CONTRACT PROBATION

Hudson County  
William E. Hyler, Chief Probation Officer

Contact: John Vorrius (201) 795-6820  
or Phil Sorrentino (201) 795-6823

### Project Description

By a formal contract agreement between the client and the supervising probation officer, the team of probation can be reduced a specified length of time. Through the offices of the Chief Probationer, approval was received from the Assignment Judge to authorize the probation officer to sign the contract and have the probation reduced without formal judicial review for early termination.

The program has been shown to be a great incentive for prompt, or even early payment of fines, restitution, etc. Individuals in the program have also adhered to the formal probation requirements more closely than would have been anticipated from the normal caseload.

Recommendation for inclusion comes from the intake officer, but the final decision is left to the supervising officer. The program is designed primarily for those clients under minimum supervision. The conditions of the contract will remain constant even if the case is transferred to another officer within the county. If it is a new conviction, the department will press for renovation of the contracted case.

### Target Population

All probationers whose case started after January 1, 1984. Generally considered only for those who meet the standards for minimum supervision.

### Goals

1. Encourage socially acceptable behavior.
2. Reduce caseload by reducing length of probationary period.

### Results

Approximately 10-15% of new cases are on a contract. It is anticipated that this will increase to 20% as the program proves itself. Increased compliance has been seen within the first year. It is too early to determine any impact on caseload sizes.

### Costs

Direct:  
None.

Indirect:  
Minimal for the printing of the contracts.

COMPUTERIZED "ON-LINE" SYSTEM

Middlesex County  
Lyman O'Neill, Vicinage Chief Probation Officer

Contact: Tom Jancola (201) 826-6454

Project Description

Developed computerized "on-line" system for each individual under supervision in the adult, pretrial intervention, and juvenile area. The system provides for a handy look-up capability, profiles each individual as to special conditions, and provides cumulative data on classification in the adult supervision area (this portion will be expanded to juvenile once classification training in this area has been completed.) The cumulative classification data provides management with workload information per each probation officer as well as information on the total workload.

Target Population

Probation department line officers, supervisors, and administrators.

Goals

1. Provide line staff with quick and efficient access to case information.
2. Provides supervisors with tools for containing costs and improving efficiency.

Results

The system has worked very well.

Costs

Direct:  
    Provided by county

Indirect:  
    None

INSTITUTED DUNNING SUPERVISED  
COLLECTIONS

Middlesex County  
Lyman O'Neill, Vicinage Chief Probation Officer

Contact: Nancy Kachelriess (201) 745-4411

Project Description

This program provides a systematic operation for reminding certain clients of unpaid VCCB, fines, or restitution requirements. The system is designed for those individuals who are not placed on probation but required to make payments.

The project involves the mailing of reminder notices at predetermined intervals. A major problem with the program is that it lacks enforcement support. There are no remedies, save contempt of court proceedings, if the individual refuses to pay after receiving the reminders.

Target Population

Individuals required to make fine, VCCB, or restitution payments who are not placed on probation.

Goals

To increase collections.

Results

It is estimated that a small increase in collections can be attributed to the program. The cases receive attention and systematic tracking.

Costs

Direct:  
None

Indirect:  
Minimal for postage.

CITIZENS DISPUTE SETTLEMENT  
PROGRAM

Middlesex County  
Lyman O'Neill, Vicinage Chief Probation Officer

Contact: Jerry Chevalier (201) 745-3886

Project Description

While mediation programs exist in most counties, this one is run by the probation department. It started in New Brunswick in 1976 and expanded to a county wide operation the next year.

Cases are referred to the program by the court clerks and must meet the following criteria: adult v. adult, monetary amounts cannot exceed \$500. The program provides an alternative to criminal prosecution of neighborhood and domestic disputes.

Training of officers for the program is provided by the Public Advocate's Office.

Target Population

All individuals filing a disorderly complaint against another individual. This is especially true if the parties are neighbors, friends, or relatives.

Goals

1. Avoid a potentially damaging arrest record for offender.
2. Offer a potentially more lasting settlement.
3. Diversion of cases from Municipal Court.

Results

Only 5-10% of the cases have to be referred back to court for resolution. Additionally, another 3% of cases will come back to the program because of further problems.

Costs

Direct:

Two full-time officers.

Indirect:

Clerical support from the pool.

MANAGEMENT INFORMATION/CASE MANAGEMENT  
SYSTEM

Union County  
Ross Doyle, Vicinage Chief Probation Officer

Contact: Fred Bostel (201) 353-5000 ext. 306

Project Description

This is a fully operational computerized Case Management System, in operation since 1980. The program provides for case classification for both juveniles and adult cases. The system informs the supervising officer and supervisor every four months, when a case review is required.

The system has proven helpful to both line staff, supervisory and administrative personnel. Pertinent information is readily available on each case and provided a good profile of each individual on probation. The system also has the capability of being an excellent research tool.

Target Population

Probation line staff as well supervisory and administrative levels.

Goals

Provide easy access to case information as well as generating statistical reports.

Results

The System has proven helpful to line staff, supervisory, and administrative personnel.

Costs

Direct:

1 MIS Specialist	
1 Data Entry Clerk	
1 Juvenile Probation Officer	
Computer Hardware	\$ 2,700
Telephone Line	600
Computer Services	12,000 (donated by county college)

Indirect:

Supervisory overhead and secretarial support.

VOCATION SERVICE CENTER

Union County  
Ross Doyle, Vicinage Chief Probation Officer

Contact: Daniel A. Rosenthal (201) 353-0500 ext. 354  
or Abdul Razzaq (201) 353-0500 ext. 354

Project Description

Established in 1979 the program serves as an in-house employment service. The center provides employability assessment counselling and placement as appropriate.

Referrals come from probation officers and support payment investigators. The prospective client is then screened by an intake/assessment interviewer who will refer the individual to a job coach, training program, or other appropriate service.

Two key elements to the program are a capable and dedicated job developer and the proper match of the individual to the job.

Target Population

Unemployed individuals on probation.

Goals

To reduce crime and recidivism by offering expanded job opportunities to unemployed probationers.

Results

From January, 1979 to December, 1983, 1,974 initial interviews were conducted and 406 direct job placements achieved.

Costs

Direct:

Assistant Director  
Job Developer  
Secretary  
(Education/Vocational Counselor) this position had to be eliminated due to budget cutbacks.

Indirect:

Appropriate supply support.