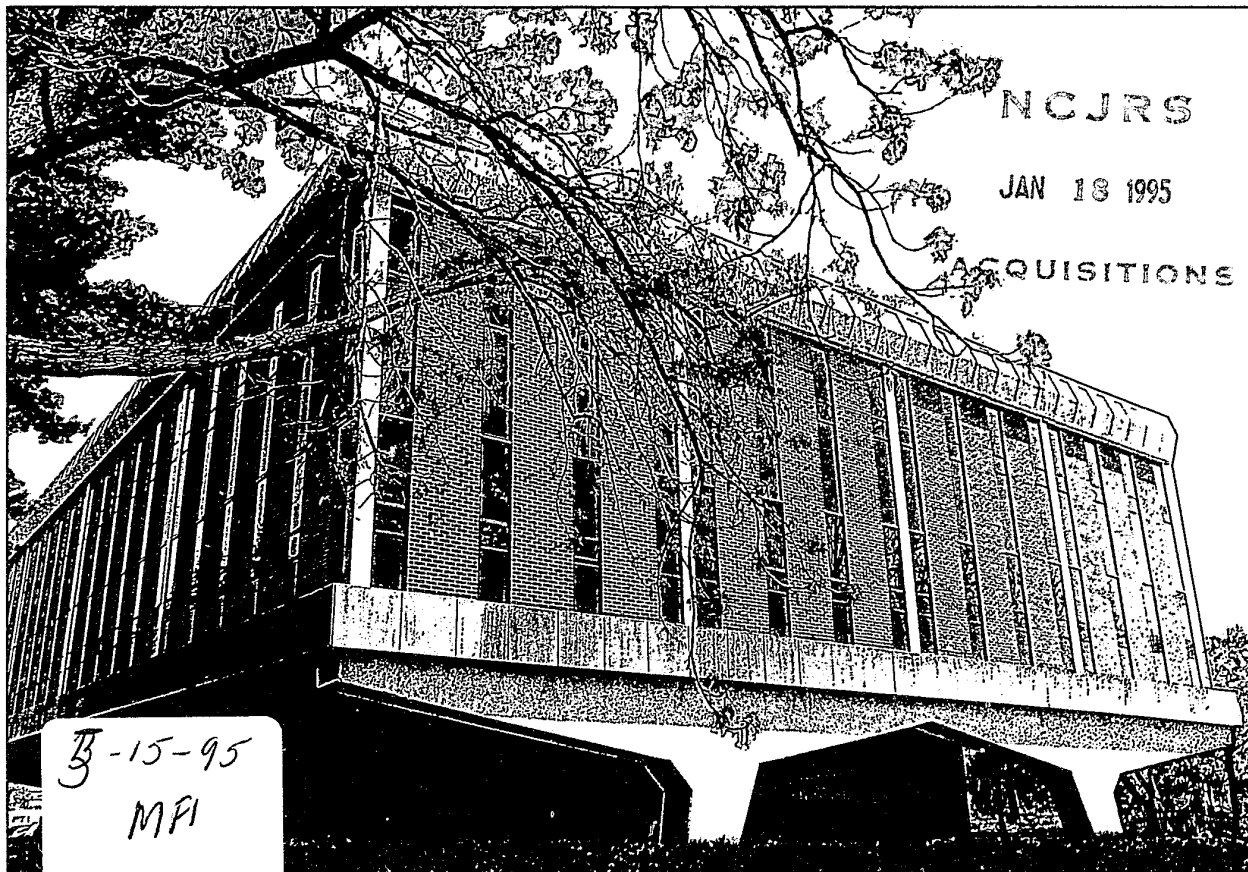


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PENNSYLVANIA BOARD OF PROBATION AND PAROLE



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1990 and 1991 COMBINED ANNUAL REPORT

ROBERT P. CASEY, Governor
Commonwealth of Pennsylvania

FRED W. JACOBS, Chairman
Board of Probation and Parole

FIFTIETH ANNIVERSARY OF THE PENNSYLVANIA BOARD OF PROBATION AND PAROLE

The Act of 1941

Fifty years ago, on August 6, 1941, the Parole Act of 1941 was signed into law by Governor Authur H. James. It created an independent Board of Parole, responsible only to the Governor. The act was based on recommendations submitted in December of 1938 to Governor George H. Earle by a "Governor's Commission To Study The Probation And Parole Systems Of Pennsylvania." The Commission stated that it was "unanimously of opinion that parole as a method of punitive justice should not be abandoned, but that its operations should be strengthened and enlarged..." They further recommended "the establishment of a single state-wide and coordinated parole administration."

The Parole Act gave the Board the power:

- a) to parole and reparole, commit and recommit for parole violation, all cases sentenced to county and state institutions with a maximum sentence of two years or more;
- b) to supervise all cases that have been paroled by said Board; and
- c) to enter into agreement with other states to supervise parolees from other states and to have them supervise Pennsylvania parolees living in other states.

Under this Act the Board was to consist of five members appointed by the Governor, with the advice and consent of the Senate, and was to begin functioning June 1, 1942.

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These are challenging times for the criminal justice system. Illegal drugs and violent crime are waging an all-out assault on our society, destroying countless lives and making many of our neighborhoods unlivable. We are at war, making no mistake about it. And our streets are the battleground.

Yet we must not despair. Rather, we must redouble our efforts to combat drug traffickers and lawlessness with every legal weapon at our disposal until we have made every street in Pennsylvania a safe street, both day and night. This is a difficult task, but a noble one, and I am certain we are equal to it. Our people demand it, and our people deserve it.

The Pennsylvania Board of Probation and Parole plays an important role in our criminal justice system by working to reintegrate former offenders into society. The agency's parole agents strive mightily to help former offenders make positive contributions to their communities as well as reduce the potential for a recurrence of criminal behavior.

It is, therefore, my pleasure to commend the men and women of the Pennsylvania Board of Probation and Parole for their endeavors in behalf of making our Commonwealth a safer place to live, work and raise a family.

Robert P. Casey, Governor
Commonwealth of
Pennsylvania



Our last report in 1989 focused largely on achieving the Governor's goals of creating a drug free Pennsylvania. In the aftermath of the tragic State Correctional Institution at Camp Hill riots in October, 1989, the Pennsylvania Board of Probation and Parole has made a major commitment toward the overall goal of reducing prison overcrowding while not jeopardizing community safety.

Over the past two (2) years, the total impact of Board policy and programming on prison crowding saved the Commonwealth approximately \$46.7 million dollars in prison costs. Specifically, we have increased the parole rate by 11% and reduced the recommitment rate by 29% by introducing intermediate sanctions and prison diversion programming into the parole supervision process. All of our efforts are extremely labor intensive and have been accomplished without any new resources being appropriated to our agency. These efforts include (a) special early release program for offenders who otherwise would be refused parole, (b) the implementation of a wide range of intermediate sanctions as alternatives to incarceration for parole violators, (c) expansion of special intensive supervision programming, and (d) the development of a half-way back program for parole violators in conjunction with the Department of Corrections.

Probation and parole overcrowding continues to be a major problem at both the county and state levels. This is certainly no less serious than prison and jail overcrowding. In fact, probation and parole overcrowding poses the more immediate threat to the safety of the public. We must continue to strive for significantly more resources as we carry out our mandated responsibilities.

I want to take this opportunity to thank all of the dedicated employees of our agency for providing such exceptional effort over the past two (2) years. We take great pride in our accomplishments and trust that they are recognized and appreciated by the public we serve.

Fred W. Jacobs, Chairman
Pennsylvania Board of
Probation and Parole

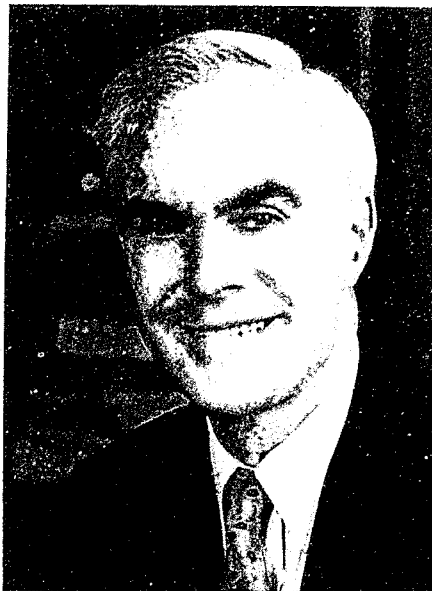


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THE PENNSYLVANIA BOARD OF PROBATION AND PAROLE
IS AN EQUAL OPPORTUNITY EMPLOYER
and
ACCREDITED
by the
Commission on Accreditation for Corrections/
American Correctional Association

The Board and Its Members



Fred W. Jacobs, Chairman, Mechanicsburg, received his bachelor of arts degree in psychology from Susquehanna University (1964) and his master's degree in social work from West Virginia University (1967). As a career Commonwealth employee, he has had extensive experience in juvenile corrections at Loysville Youth Development Center as a caseworker, cottage supervisor, unit supervisor, and director of staff development. Mr. Jacobs joined the Board in February, 1971, as director of staff development and was promoted to executive assistant to the Chairman in June, 1973. After his nomination by the Governor and confirmation by the Senate, he took the oath of office as a Board Member in March, 1976, and was appointed Chairman by the Governor in April, 1976. In 1977, 1982 and 1986, Mr. Jacobs was reappointed by the Governor and confirmed by the Senate for additional terms as a member of the Board. He was reappointed Chairman by the Governor on all occasions, a capacity he has served in since April, 1976.



Dr. Dahle D. Bingaman, Member, Union County native, received a bachelors degree from Bloomsburg University (1959) and a masters degree (1969) and a doctoral degree (1972), both in rehabilitation counseling from Pennsylvania State University. He taught school for several years, was a district executive for the Boy Scouts of America from 1962-65 and a rehabilitation counselor for the Bureau of Vocational Rehabilitation, 1967-68. Dr. Bingaman began his work in the correctional field in 1971 at the State Correctional Institution at Rockview as a psychologist and subsequently as director of treatment (1972-73), and as deputy superintendent of treatment from 1973 to 1977. He then became a psychologist at the Selinsgrove Center (1977-1982), followed by service at Danville State Hospital as director of psychological services from 1983 to 1988. Dr. Bingaman served in the United States Army as a training officer and has engaged in part-time private practice as a licensed psychologist. After his Senate confirmation on April 11, 1988, Dr. Bingaman began his six-year term as a Board member by taking the oath of office on May 6, 1988.



Raymond P. McGinnis, Member, Williamsport, received a bachelor's degree from Temple University (1969) and a master's degree in social work from Marywood College, Scranton (1977). Mr. McGinnis began his work in the correctional field in 1971 as a Lycoming County probation officer. In 1972 he began service as a parole agent with the Board's Williamsport office and continued for more than 11 years. Mr. McGinnis served in the United States Army as a social work specialist and his part-time employment has included teaching at Lycoming College and serving as a social work supervisor with the Regional Home Health Service in Lycoming County. He is currently serving as President for the Association of Paroling Authorities, International. On June 1, 1983, the Senate confirmed the appointment of Mr. McGinnis as a Board Member and he was sworn into office on June 14, 1983. He was reappointed for a second six-year term and, after confirmation by the Senate on February 13, 1989, took the oath of office on February 24, 1989.



Walter G. Scheipe, Member, Leesport, received his bachelor's degree from Bloomsburg University. After graduation, he taught school in Venezuela for six years. Mr. Scheipe had previous experience with the Board as a parole agent for six years assigned to the district offices in Philadelphia and Allentown. In 1961 he was appointed chief probation and parole officer of Berks County, a position he held until 1969. Mr. Scheipe was appointed warden of the Berks County Prison in January, 1969 and retired in December, 1980. On November 19, 1980, Mr. Scheipe was confirmed by the Senate as a member of the Board for the first time, taking the oath of office on December 27, 1980. After his Senate confirmation on November 24, 1986, Mr. Scheipe began his second six-year term by taking the oath of office on December 5, 1986. Mr. Scheipe ended his term upon retirement on December 27, 1991.



Mary Ann Stewart, Member, Pittsburgh, received her bachelor's degree in sociology from the University of Southern Mississippi (1960), and through the Board's Professional Education Program, received a master's degree in social work from the University of Pittsburgh (1973). Ms. Stewart began her career as a social worker with the American Red Cross in Korea and Europe, followed by service as a juvenile probation officer in Indianapolis, Indiana, and Allegheny County, Pittsburgh, and as a social worker with Gilmary School, Moon Township, near Pittsburgh. She began her service with the Board in 1971 as a parole agent in the Pittsburgh office, continuing until 1978 when she was promoted to one of the Board's staff development specialist positions. Ms. Stewart was confirmed as a Board Member by the Senate on November 13, 1985 and took the oath of office on December 13, 1985. She began serving a second six-year term by taking the oath of office on March 13, 1989, after being confirmed by the Senate on February 13, 1989.

The Board and Its Work

The use of parole in Pennsylvania began in the 1800's, taking on many different forms until 1941, when the General Assembly of the Commonwealth of Pennsylvania passed the Parole Act (Act of August 6, 1941, P.L. 861, as amended, 61 P.S. sec. 331.1 et seq.) which established the Pennsylvania Board of Probation and Parole. The Board is an independent state correctional agency, authorized to grant parole and supervise all adult offenders sentenced by the courts to a maximum prison sentence of two years or more; revoke the parole of technical parole violators and those who are convicted of new crimes; and release from parole, persons under supervision who have fulfilled their sentences in compliance with the conditions governing their parole. The Board also supervises special probation and parole cases, which meet specific criteria, at the direction of the courts, and persons from other states under the Interstate Compact. At any one time, the Board has under supervision over 23,000 persons, of which approximately 12% are clients from other states and 16% are special probation and parole cases.

The Board's philosophy and principles statement, adopted in 1977 and amended in 1986, serves as a guide for the policies, decision making, and supervision practices of the Board.

HIGHLIGHTS OF 1990 AND 1991

- A new Board supervision office was opened in Philadelphia in response to the Board's expanded efforts in dealing with the increasing drug offender population.
- Special appropriations were received by the Board to establish two additional intensive supervision units for drug offenders and the implementation of the the Drug Offenders Work Program, all in Philadelphia.
- Parole Agent Edward R. Flick of the Mercer Sub-Office (Erie District) was named the 1989 Parole Agent of the Year.
- Parole Agent George W. Johnson of the Altoona District Office was named the 1990 Parole Agent of the Year.
- Over 700 victims or family members of victims provided input to the Board in its parole release decision-making process.
- Two continuation grants were received from the Pennsylvania Commission on Crime and Delinquency for the Intensive Supervision Drug Program and the Statewide Urinalysis Program.
- Funding for 76 new county adult probation and parole positions for specialized county drug and alcohol programs was provided by the legislature, as part of the Board's Grant-In-Aid Program.
- A professional growth session led by a forensic psychiatrist was held for Board members, hearing examiners, district directors and some Central Office managers to strengthen parole decision making and supervision of clients.
- Implementation of legislation requiring drug testing of inmates before release on parole and certain categories of clients on supervision was completed.
- Implementation of legislation to collect supervision fees from parolees and probationers was implemented at the state and county levels.
- Legislation was enacted making it a felony to assault a parole agent or county probation officer.
- Governor Casey approved several new Board initiatives providing additional parole agents for intensive supervision of offenders and to provide assistance to inmates in developing parole plans, and 200 halfway back beds for technical parole violators.
- Hand-held and mobile radios were provided for supervision staff to improve their communication capabilities.
- The use of electronic monitoring with high risk clients was expanded.
- Chairman Jacobs was appointed to serve as a member of the Pennsylvania Commission on Crime and Delinquency.
- A Board video, "The Turning Point" was produced to improve the Board's public relations efforts.
- Secretary of Administration Joseph Zazyczny spoke to district directors on the importance of management and labor understanding each others roles.
- Chairman Jacobs met with Governor Casey to discuss the Board's role in the criminal justice system and the need for new resources, human and fiscal, to meet the Board's increasing workload.
- The Altoona and Butler Citizens Advisory Committees held successful public symposiums/workshops focusing on the current drug problems and innovative community corrections.
- Chairman Jacobs and Board staff participated in a study of the older offender conducted by Drexel University professor, Dr. Julia Hall.
- Three mental health forums were held continuing the Board's effort begun in 1989 to provide an opportunity for the interfacing of direct service staff from the Board and state/county mental health systems as a means of providing better services to Board clients served by both systems.
- The number of Board employees retiring during 1991 nearly tripled when compared to the number of retirements in 1990.
- The Board is reaccruited another three years after an accreditation audit was performed by the American Correctional Association.
- Board Member Raymond P. McGinnis named president-elect of the American Paroling Authorities International.
- The Board saved the Commonwealth approximately \$46.7 million in prison costs as a result of parole policy changes to reduce prison crowding.

PRISON OVERCROWDING SETS THE AGENDA FOR THE 90'S

In the aftermath of the prison riots at the State Correctional Institution at Camp Hill in October of 1989, the Board and its staff turned their attention to the Board's role in helping to alleviate overcrowding in the state correctional institutions. Indeed, this focus set the agenda for much of the Board's efforts during the last two years and will be continuing throughout the 90's. In a message to employees, Chairman Jacobs stated, "The 1990's become a challenge for parole, not just in Pennsylvania, but in the entire United States. With the understanding and active support of all agency staff, we are rising to the challenge and our system of criminal justice will be better as a result of our effort."

Chairman Testifies on Improving System

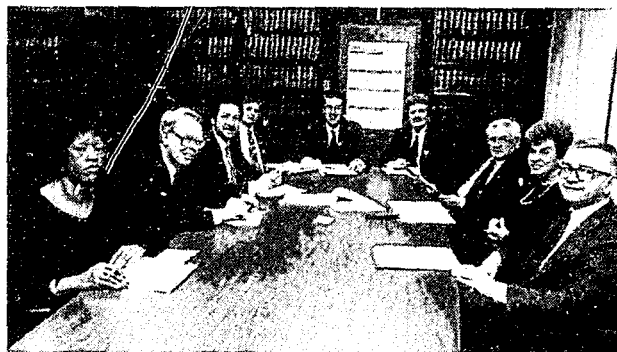
The first public opportunity to address the overcrowding issue came at a hearing of the Senate Law and Justice Committee on January 17 when Chairman Jacobs testified on needed improvements of the probation and parole system. He noted that most legislative initiatives are "silent concerning additional community resources for supervision." He also pointed out the irony "that community supervision is considered to be both a primary cause and a primary solution to prison crowding." Believing that probation and parole have a role in reducing prison/jail overcrowding, he emphasized the need to have "resources appropriated specifically for this purpose."

Chairman Jacobs provided a number of proposals to the senators for consideration including: 1) immediate funding for additional intensive supervision programs; 2) accelerating reparole dates of non-violent offenders; 3) passage of "earned time" legislation (including parole supervision time); 4) increasing the number of community corrections centers and development of "halfway back" facilities for some parole violators; 5) requiring impact studies prior to passing sentencing reform legislation; 6) evaluating the current length of prescribed minimum sentences; 7) increasing Grant-In-Aid Program appropriations to counties; 8) evaluating the expanded use of electronic monitoring; 9) new prison and jail construction; 10) evaluating the use of "boot camps" and "shock incarceration" programs; and 11) developing expanded vocational and educational programs and drug/alcohol and mental health treatment programs in state correctional institutions. In March, Chairman Jacobs again testified at a hearing on prison overcrowding held by the Senate Judiciary Committee. He focused on the role of parole in dealing with this difficult problem. As the year continued, many of the Chairman's proposals were to become reality.

Mr. Jacobs, along with staff member Director of Management Information James Alibrio, served as members of the Corrections Overcrowding Committee of the Pennsylvania Commission on Crime and Delinquency. In the committee's report released in March, a number of recommendations reemphasized the Board's role in dealing with this issue. They included:

- expand Department of Corrections and Board resources to increase the number of, and the rate at which, eligible inmates are paroled from state correctional institutions at the expiration of their minimum sentences;
- expand the Board's special intensive supervision program for technical parole violators;

- implement earned time for inmates and parolees; and
- amend the Probation and Parole Act to eliminate the loss of supervision time (extending the maximum sentence) for new convictions for misdemeanors.



(left to right) LeDelle Ingram, Affirmative Action Officer; Dr. Dahle D. Bingaman, Board Member; Raymond P. McGinnis, Board Member; Jack Skowronski, Director of Hearing Review; Fred W. Jacobs, Board Chairman; Alva J. Meader, Executive Secretary; Walter G. Scheipe, Board Member; Mary Ann Stewart, Board Member; and Robert A. Greevy, Chief Counsel.

In August Chairman Jacobs, along with Board Secretary Tartler, met with key staff of the Department of Corrections to provide information about the focus of Board efforts in the 90's. Participating in this meeting were Commissioner Joseph Lehman, his deputies, superintendents of state correctional institutions, community corrections regional directors and coordinators, and other department staff. Mr. Jacobs outlined the Board's alternative sanctions to be used whenever possible in lieu of reincarcerations. He also noted the Board's intention to "restore more balance to the helping and enforcement responsibilities of parole supervision staff consistent with the overall direction of the Casey administrations efforts to reduce prison overcrowding."

Overcrowding Initiatives Approved by Casey

During the late spring, Chairman Jacobs and Executive Assistant Long met with Department of Corrections Commissioner Lehman and members of his staff to discuss and develop new initiatives to deal with the problem of overcrowding in the state correctional institutions. The resulting document, "AN INTERAGENCY RESPONSE TO A SYSTEMS PROBLEM: Seven proposals to reduce overcrowding in the state prison system by increasing the availability of supervision options for incarcerated and parole supervised offenders," was presented to the Governor in May for his consideration.

Three of the initiatives approved by the Governor impact directly on Board operations: 1) Expansion of Intensive Supervision; 2) Inmate Parole Plan Assistance and 3) the Halfway Back Program. The first initiative has become known as the Intensive Supervision Diversion Program (ISDP), the second initiative is called the Special Early Release Program (SERP) and the third, the Community Parole Center Program.

Both the ISDP and SERP became operational late in 1990. The first provided 20 additional parole agents dedicated to providing intensive supervision a) to enable the release of inmates from state correctional institutions who might otherwise have been refused parole, and b)

to decrease the amount of recommitment time for clients who committed technical parole violations. Initially, this program was limited to several areas throughout the state. The program was reconstructed in 1991 to make the program available everywhere in the state. The parole plan assistance initiative provided 15 institutional-based parole agents, dedicated to proactively assisting inmates in developing acceptable parole plans. The focus of the initiative is directed toward those inmates a) who have been granted parole or reparole without an approved parole plan which may delay their release beyond the established release date, or b) whose Board action was to continue for a parole plan or for an inpatient treatment program. The parole agents are located in state correctional facilities at Camp Hill, Dallas, Frackville, Graterford, Greensburg, Mercer, Huntingdon, Pittsburgh, and Rockview; the Philadelphia County Prison; and the Harrisburg District Office. Some of these parole agents will service other institutions located nearby and four of them are working primarily in the community, developing new resources for needed parole plans.

The Community Parole Center Program, provides 200 beds, dedicated to creating a "halfway back" option for technical parole violators as an alternative to incarceration. While confined at the centers, parolees receive employment and life skill guidance, counseling and other assistance as needed. In cooperation with the Department of Corrections, the beds are being provided to the Board by contracted vendors located in the major metropolitan areas of the state. These beds became available early in 1991. Some additional beds will also be available for offenders with drug and alcohol abuse problems.

In addition to these new programs, the Board expanded the Intensive Supervision Diversion Program (ISDP) across the state. This program was originally called the Special Intensive Supervision Program (SISP) which was initiated late in 1989. This program is designed to divert technical parole violators, or lower-risk convicted parole violators, from state correctional institutions by providing highly structured, special intensive supervision in the community and, thereby reduce prison overcrowding without compromising community safety. Appropriate clients are given the opportunity to participate in this program by continuing them on parole to the program after preponderance of evidence of a violation is found at the Board's due process hearings. These clients are committed to the program for the equivalent time which would have been given to the violator if he/she had been recommitted to prison. While the client is in the program, he/she is supervised by a parole agent with a lower caseload which provides time to work intensively with clients on behavior modification, developing life skills, employment skills, etc.

Drug Programs Expanded

Because of the success of the Special Intensive Supervision Drug Project in impacting on negative behavior of high risk drug offenders by the staff of the Haddington (Philadelphia) and East End (Pittsburgh) Sub-Offices, Governor Casey made additional funds available for the expansion of the program in Philadelphia. Two new intensive supervision units were established during the summer months and located at the Board's newly opened Special Intensive Drug Center. This addition doubled the Board's capability to supervise high risk drug offenders to a total of approximately 800.

Another completely new program, the Drug Offenders Work Program, was also established and implemented in Philadelphia during 1990. This program, developed as a legislative initiative through the efforts of Senator Vincent Fumo, is a cooperative venture with the Philadelphia County Common Pleas Court and the Department of Transportation. Since the program began, Judges Russell Nigro, Legrome Davis and James Fitzgerald III have diverted selected first-time drug offenders from the state correctional system by imposing a probation sentence with intensive supervision by the Board and participation in the Drug Offender Work Program. Clients sentenced to this program are required to perform a designated amount of community service and be actively involved in searching for employment and/or vocational training. The offenders are assigned to collect debris along Interstate 95 and surrounding highways with the Department of Transportation providing the needed equipment and supplies. They have also helped clean school yards, recreation centers, and vacant lots at the request of citizens.



(left to right) ACA Auditor Justin Jones and ACA Auditor Chairperson William Milliken are conducting an audit with the Board's accreditation manager Robert Reiber.

Supervision Guidelines Approved

In June, 1990 the Board made another effort to deal with prison overcrowding by establishing additional intermediate sanctions for use with clients exhibiting negative behavior. Included in the new supervision guidelines are the following: the establishment of a district director administrative conference for use with problem clients and sanctions dealing with any administrative conference; sanctions for positive urine tests; sanctions for technical parole violations; supervision requirements for clients on bail; and guidelines to deter the detention of clients with minor new criminal charges. The new guidelines were implemented immediately following a review and orientation with the Board's district directors.

The Board also adopted a statewide contingency plan which modified minimum parole supervision requirements due to the rising workload of parole agents caused by the increasing inmate population of state and county correctional facilities. In the new plan, minimum supervision requirements change as the level of the workload of each individual supervision unit changes. This will allow parole agents to maximize their supervision efforts with the higher risk clients to ensure the protection of the community.

Results of Parole Policy Changes on Prison Crowding

By calendar year end 1991, the Board evaluated its parole policy changes to determine its impact and

performance during calendar years 1990 and 1991. The total impact of Board policy and programming on prison crowding saved the Commonwealth approximately \$46.7 million in prison costs by maintaining offenders in the community. Some significant accomplishments included:

- an increase in the paroling rate from 69% in 1989 to 80% in 1991 of eligible inmates who were granted parole at their minimum sentence date creating a 67% increase in the number of inmates granted parole of eligible from 2,598 in 1989 in comparison with 4,330 in 1991.
- a 29% reduction in the number of parolees recommitted to prison during 1991 in contrast with two years earlier and major reductions in backtime served for violations.

The Board is Reaccredited for three more years

The American Correctional Association accreditation audit of the Board's field services resulted in nearly 100% compliance rate. The accreditation audit was conducted by auditors William Milliken, retired correctional official from Florida; Justin Jones, a probation and parole assistant regional director from Oklahoma; and B.B. Malin, accreditation manager for the Arkansas Department of Corrections.

Auditor Chairman Milliken stated that he was "very, very, very impressed" with the work of the Board and its staff. He commented about the excellent work of Robert Reiber, the Board's accreditation manager; that the parole agents, parole supervisors he met were "super, top drawer" and "impressive"; excellent documentation material was provided; Board leadership is of high quality; and concluded with glowing remarks about the Board's outstanding training program.



(center) Board Member Raymond P. McGinnis accepts accreditation certificate from (left) George M. Phyfer, Chairman, Commission on Accreditation for Corrections, and (right) Helen G. Corrothers, President ACA at the presentation ceremony in Portland, Oregon.

Board and Managers Meet

A special meeting of the Board members, district directors, hearing examiners and some Central Office managers met in State College on March 26-28 for professional growth and planning. The focus of the first day of the meeting was on mental health evaluation, diagnosis and treatment of clients. The guest leader for

the training session was Dr. Michael Tronetti, forensic psychiatrist from the Hamot Mental Health Center in Erie. The remainder of the time was spent in planning. The district directors also reviewed a draft of the chapter on supervision practices for the Board's Manual of Operations and Procedures.

Secretary Zazyczny Meets With Managers

Joseph Zazyczny, Secretary of Administration and Gerald LeClair, Director of the Bureau of Labor Relations, spoke to the district directors and some Central Office managers at their meeting on February 14. The two speakers emphasized the importance of management and labor understanding each others roles and listening to one another, "meet and discuss" procedures and the accelerated grievance procedure being piloted in several other agencies.

Earlier in the meeting, a joint training session was held with institutional parole supervisors on various aspects of child abuse. Staff from the Attorney General's Office were instructors for the training.

Jacobs and Descano Serving on Interagency Groups

Chairman Fred W. Jacobs was appointed by Governor Casey in August, 1990 to serve on the Pennsylvania Commission on Crime and Delinquency (PCCD). The Commission is charged with improving the coordination, administration and effectiveness of Pennsylvania's criminal and juvenile justice systems. Chairman Jacobs and Director of Supervision Descano have been serving on the Pennsylvania Interagency Law Enforcement Cooperation Group. The membership of the group consists of "executive and management personnel from state agencies having law enforcement or regulatory enforcement duties..." The organization provides an annual training event and semimonthly meetings dealing with such subjects as surveillance, updates on the Crimes Code, white collar crime, child abuse and worker's compensation fraud.

Board Provides Orientation

Ms. Marlene Licktenstadter, Chairperson of the Delaware Parole Board, met with the Board and attended the September 23, 1991 Board meeting. Recently appointed, Ms. Licktenstadter was interested in observing the Board in its administrative capacity as well as its role as a hearing body. Subsequent to the Board meeting, Ms. Licktenstadter spent a day at the State Correctional Institution at Graterford with Board Member Mary Ann Stewart observing the hearing process.

Drug Free Workplace

During 1990, all Board employees received mandatory training pertaining to the Governor's Substance Abuse in the Workplace Policy, Executive Order 1989-6. The policy is designed to ensure a drug and alcohol free work environment. The policy recognizes alcohol and drug abuse as a treatable illness and calls for education, intervention, and specific consequences for those who violate this policy.

50th Anniversary Committee Named

Chairman Jacobs named a committee to plan and develop recommendations for an agency-wide observance of the 50th Anniversary of the Board

planned for the fall of 1992. Serving on the committee are Alice Bobak, retired Division of Fiscal Management employee; Gene Kramer, former Director of the Bureau of Probation Services, now retired; Joseph Long, former Executive Assistant to the Chairman, now retired; Harold Miller, retired Philadelphia District Supervisor [Director] and Regional Director, Bureau of Supervision; Robert Ricketts, Institutional Parole Supervisor, SCI-Rockview, Bureau of Pre-Parole Services; and Darlene Zelazny, Executive Assistant to the Chairman. The committee met March 19 to begin planning for the observance which will provide an opportunity for employees, representatives of other related agencies and the public to be aware of the history and importance of the Board.

New Drug Center Opened in Philadelphia

In June a new Board office, the Special Intensive Drug Center, was opened at 3300 "C" Street in Philadelphia. The center is home for two new intensive drug units; the city-wide drug unit, previously located in the district office; the Drug Offenders Work Program; the Special Intensive Supervision Program unit; and the office of Deputy District Director Daniel Solla. Approximately 45 employees are located in the new office facility.

More than 100 persons from the community attended an open house at the center on November 2. Paul J. Descano, Director of the Bureau of Supervision and District Director Harold Shalon each made brief comments and welcomed the guests. Visitors attending the open house included Robert Armstrong, Deputy Mayor for Drug Policy; Albert Toczydlowski, Chief, Dangerous Drug Offender Unit, assistant district attorney; several captains and other officers from the Philadelphia Police Department; a warden of the Philadelphia County Prison; staff from several drug programs; various neighborhood anti-drug groups; and staff from other state agencies, including the Office of the Attorney General. A community group also sent a letter of appreciation for locating the center in their community and for its positive influence in reducing the level of drug activity and other crimes in the neighborhood.

Board Offices Burned and Burglarized

During the early morning hours of December 10, 1990, fire was reported at the Haddington Sub-Office in



Board Chairperson Marlene Licktenstadter of Delaware (second from the right) observes while a Board meeting is in progress.

West Philadelphia, resulting in extensive damage to the office believed to be the work of an arsonist. The first floor of the office was severely damaged, most of the equipment destroyed and there was heavy smoke damage throughout the building. However, the majority of the Board's records were undamaged since they were in locked filing cabinets. Because of the severity of the damage to the building, the staff were relocated to the district office, the Special Intensive Drug Center and the Cedar Sub-Office until another office is secured. The Haddington Sub-Office was established in this building in the early 1970's as one of the Board's new "community parole centers" in an effort to place staff closer to Board clients in major metropolitan areas. This fire was the second major one to occur at a Board office in the last 4 years, the previous one was at the Allentown District Office in 1987.

The Chester District Office was broken into on three occasions during 1990. In March an unknown intruder broke a window and "trashed" a supervisor's office resulting in little damage; the office was burglarized in August, resulting in no damage; and in October, a shot was fired into an office window and the office was entered. The Williamsport District Office was vandalized in August when a small projectile shattered the glass of a window. The first weekend after opening the Board's new drug center in Philadelphia, there was a break-in which resulted in some damage to the building, but fortunately none to the Board's equipment and records, and on at least two occasions during 1991, the drug center received bomb threats. In June, 1991, the Cedar sub-office in Philadelphia was burglarized resulting in some Board equipment and personal items missing.

Sex Offender Unit Operational

In October, 1991, the Board started a sex offender unit in Philadelphia. Staff assigned to the unit were trained by the Joseph J. Peters Institute, which specializes in working with sex offenders. Plans were developed to continue to provide professional support to assist the staff in evaluating clients and staffing cases.

New Drug Testing Program Implemented

On February 20, Act 97-1989 became effective and was implemented by the Board and its staff. The new law prohibits the Board from releasing an inmate on parole unless the inmate achieves "a negative result within one week prior to the date of release in a screening test...for the detection of the presence of controlled substances or designer drugs..." A staff committee was assigned the work of developing the process for requesting the required drug tests from the Department of Corrections and county prisons.

The law also requires parolees who tested positive at the time of release from prison, and those on parole for a conviction under "The Controlled Substance, Drug, Device and Cosmetic Act," or from a drug-related crime to be subject of a special condition requiring the "achievement of negative results in such screening tests randomly applied." In addition, the parolee undergoing the tests is responsible for the costs of the tests. The staff committee developed a special condition to be imposed on all clients meeting the criteria established by the law; the billing process for the inmates to pay for the costs of the tests, and sanctions for parolees who do not pay for the tests.

Later in the year House Bill 2221 was enacted (Act 114-1990) and requires the Board to pay for the costs of

inmate drug screening tests taken before release on parole by the Board as required by Act 97-1989. Implementation of this requirement did not affect the process for the tests taken in state correctional institutions. However, as a result of this new legislation, procedures were established requiring county prisons to use the services of the Board's contracted laboratory for these tests.

Mass Exodus of Retirees

On August 5, 1991, Governor Casey signed Act 23 of 1991, which provided an early retirement incentive for employees over age 55, as well as, retirement enhancements for parole agents over age 50. This bill was known as the Mellow Bill. As a result, the number of Board employees who retired during 1991 nearly tripled showing 38 retirements as compared to 13 retirements during 1990.



Executive Secretary Alva J. Meader received an oil painting as a retirement gift. Board employee Deborah Mumma was the artist of the painting.

Agents — Just Doing Their Job

Throughout the year, parole agents encounter a variety of situations which call upon all their abilities to provide the services needed by clients and surveillance services for the protection of the community. The following are a few accounts of these experiences.

For two hours every Thursday evening, Parole Agents Barry Stephens and Cynthia Wimer co-facilitate a sex offender client group at the Lebanon County Prison. These Lancaster Sub-Office parole agents work as a team with other professionals from the community including two psychologists and a psychiatrist. Through this team effort and group process, the client's cycle of aberrant sexual addiction is interrupted by breaking through the client's denial process. As a result, the client is able to take responsibility for his/her actions and safely return to the community.

Chester Parole Agent William Gough was nearing the district office when "sighted a citizen grappling with another man who had just mugged a woman." After restraining the offender, Gough took him to the district office where it was determined that the offender was a Board parolee. After a police search of the parolee's automobile nearby uncovered several handbags, he was arrested and detained on a Board warrant.

Parole Agent James Hines, of the Haddington Sub-Office, Philadelphia, led a team of twelve supervision



Board Member Walter G. Scheipe received a wood carved duck as a retirement gift from Dr. Dahle Bingaman who carved it.

staff members in a search for two Board clients believed to be in adjacent residences. The clients were apprehended and handcuffed within 30 seconds of the staff entering the homes. Plans for this effort were developed with the assistance of the local police, citizens and other parolees. While in the homes, evidence of possible parole violations and other criminal activity was also uncovered. With the assistance of the police and their search warrant, a number of items with price tags attached were confiscated, including ladies furs, VCRs, scanners, coats, sneakers, a safe loaded with gold jewelry and cash, marijuana, crack pipes, and numerous crack capsules. The value of the merchandise was in the thousands of dollars.

In a search of a client's home, supervision staff from the Erie District Office discovered nine high-powered rifles and shotguns and three hunting-type knives. In cooperation with the region's drug strike force, 40 pounds of marijuana, valued at \$40,000, was also confiscated.

Crawford County District Attorney John M. Dawson, expressed appreciation for the "tremendous help of Parole Agent William Wehrle" for his assistance to the Meadville City Police in an investigation which resulted in "the most significant drug prosecution in the history of Crawford County and involved a major drug distributor... If not for Mr. Wehrle's assistance, I am doubtful if any of this would have occurred."

Following a violation hearing attended by Attorney General Ernest D. Preate, he commended Parole Agent Robert G. Shimrak for his efforts as the prosecutor. Attorney General Preate commented, "I want to commend you on your professionalism in representing your agency, as well as the compassion you showed toward your client."

Parole Agent Assault Is Now a Felony

House Bill 1120, which was enacted during the year

(Act 4-1990), makes aggravated assault upon a Board parole agent or a county probation officer, in the performance of duty, a first or second degree felony depending on the gravity of the assault. This new legislation recognizes the potential danger involved in the supervision of parolees and probationers and provides a penalty commensurate with the assaultive action.

Soon after the enactment of the law, one of the Board's clients was charged with a felony assault. During an arrest of a client in the East End Sub-Office, Pittsburgh, the client attempted to flee and became extremely belligerent. During the encounter, the client smashed the large front glass of the office with a chair and smashed one of the office interior walls. After the client was subdued by the parole agents, an automatic pistol, fully loaded with a round in the chamber, was found on the client and the city police were called for assistance. Parole Agents Alan Cuda, Terry King, and Marianne Snider all received minor injuries during the struggle with the client.



(left to right) John Judge, Donna Haduck, and Paul J. Descano stand before the National Law Enforcement Officers Memorial in Washington, D.C.

Board Staff Attend Memorial Dedication

On October 15, 1991, thousands of law enforcement officers, survivors and others arrived to watch President Bush dedicate the National Law Enforcement Officers Memorial in Washington, D.C. Director of Supervision Paul Descano and Scranton District Director John Judge represented the Board at the ceremonies.

One of the more than 12,500 names of those slain in the line of duty inscribed on the memorial is Michael M. Haduck. Michael was a Scranton District Office parole agent and is the only Board employee to die while on duty. Parole Agent Haduck was attempting to capture a fleeing parolee and fell sustaining injuries which resulted in his death on October 17, 1983. Michael's widow, Donna and son Mark, also attended the ceremonies.



Governor Casey signed into law Act 4 of 1990. (left to right sitting) Board Chairman Fred W. Jacobs, Governor Robert P. Casey, Board Member Raymond P. McGinnis. (left to right standing) Executive Assistant Joseph Long, Bureau Directors Paul Descano and Gene Kramer, Legal Counsel Robert Greevy, Parole Agent Oscar Waters, Board Member Dr. Dahle Bingaman, Bureau Director John McCool, and Board Secretary Hermann Tartler.

Edward Flick Named 1989 Parole Agent of the Year

Edward R. Flick, Parole Agent 2 of the Mercer Sub-Office (Erie District), was the recipient of the 1989 American Legion Parole Agent of the Year Award. The formal presentation of the award was made to Mr. Flick by Pennsylvania American Legion State Commander Fred Wagner on June 27 at the Mercer Sub-Office.

Mr. Flick, with more than 16 years of service, became a parole agent with the Board on November 29, 1973 and was assigned to the Sharon-Farrell Sub-Office, predecessor to the Mercer Sub-Office. In making the nomination, Mercer Sub-Office Supervisor Glenn Hogue emphasized Mr. Flick's sensitivity to the needs of clients and his ability to work effectively and tirelessly with clients to bring out the best in them. He also facilitates a weekly employment counseling group for unemployed clients. Ed is characterized as always being positive in his work, willing to accept new and added



Mark Haduck, son of deceased Michael Haduck who died in the line of duty, traces an image of his father's name engraved on the memorial marble wall.

responsibilities, a tireless worker, loyal to the Board and its policies and procedures, and a sound decision maker. Mr. Flick excels in his participation in public relations activities on behalf of the Board, working with numerous organizations in the community. He has also worked very closely over the years with the President Judge of Venango County in improving the Board services to the clients and the court.

Mr. Flick is a graduate of the Wilmington Area High School, New Wilmington, Pennsylvania; Youngstown State University, Ohio, where he received a bachelor of science degree in corrections; and he received a master of education degree in social restoration from Slippery Rock State University. He is a Vietnam veteran, having served in the United States Marine Corps for 3 1/2 years, the Pennsylvania Army National Guard, and is presently in the U.S. Navy Reserves. Ed is active in numerous community organizations. He has a wife and three children.

Other parole agents nominated for the award included: Brian Phillips, Allentown; Mitchell L. Swanger, Altoona; Townsend Smith, Butler; Richard J. Savastio, Chester; Cynthia M. Wimer, Harrisburg (Lancaster); James Hines, Philadelphia (Haddington); Lawrence J. Kalcevic, Pittsburgh (East End); Donald Wech, Scranton; and Jeanne Specht, Williamsport. The selection committee included Chairman Ronald Copenhaver, Director, Division of Court Services; Raymond P. McGinnis, Board Member; Daniel Goodwin, Allentown District Director; James Newton, Parole Supervisor, Philadelphia District Office; Anthony DiBernardo, 1988 Parole Agent of the Year, now Haddington Sub-Office supervisor; James Mittica, 1987 Parole Agent of the Year, Rochester Sub-Office; and Magdalene Hurst, Personnel Analyst, Division of Personnel.

George Johnson Named 1990 Parole Agent of the Year

George W. Johnson, Parole Agent 2 of the Altoona District Office, was the recipient of the 1990 American Legion Parole Agent of the Year Award. District Director Daniel Roberts cited Mr. Johnson for his "keen insight into human beings, a sensitivity to their needs, and the ability to design a program to meet the needs of his clients, when none exists. Mr. Johnson is a self-starter, who works with a minimum of supervision, but always within the guidelines established by Board policy and procedure".

He has been instrumental in conducting client employment groups in the district resulting in clients securing their GED. Mr. Johnson has been recognized by the Blair County Volunteer Community Service Task Force for designing a community service program for offenders when incarceration is not mandated by law. The program allows for the offender to perform community service in lieu of incarceration.

Mr. Johnson began his service with the Board on December 1, 1975 as an employment assistant in the Allentown District Office where he was promoted to a parole agent position in 1977. In 1984, he transferred to SCI-Rockview as an institutional parole representative for one year, after which he became a parole agent in the Altoona District Office. Previous to his work with the Board, Mr. Johnson was a correctional officer and a work release supervisor with the Bucks County Department of Corrections. George is a graduate of Pennsylvania State University, where he is currently in the masters and doctoral programs. He is a Centre

County native and resides in the State College area with his wife, Suzanne, and their 4 children.

Nominees for the award from the remaining districts were: Allentown, William J. Schrel; Butler, Townsend Smith, Jr.; Chester, Robert E. Keith; Erie, David H. Divell; Harrisburg, James A. Commins; Philadelphia, John Murray; Pittsburgh, Terry L. King; Scranton, Michael J. Finegan and Williamsport, Michael J. Hartwiger.

The selection committee consisted of Director of Fiscal Management David Ogurkis, Chairman; Board Member Mary Ann Stewart; District Director James E. Jackson, Jr.; Parole Supervisors Deborah Cook and Leo Lubawy; and Parole Agents Anthony DiBernardo and Edward Flick.

Parolee Wins Award

On April 12, 1991, Parolee Sakara Bey, of the Pittsburgh East End Sub-Office, received the J. William White award in recognition of her positive adjustment in the community while being supervised on parole by the Board. Ms. Bey's parole agent, Alan Cuda, commented on his client's achievements while under his supervision on parole. Ms. Bey, mother of two children, has been attending business school and working as a secretary since being paroled from the State Correctional Institution at Waynesburg in September of 1990. At the ceremonies Ms. Bey indicated that she would use the award money on restitution and mandated drug tests — a turnaround from her teenage days of stealing and snorting coke. She attributed her change of life to her loving and supportive parents.

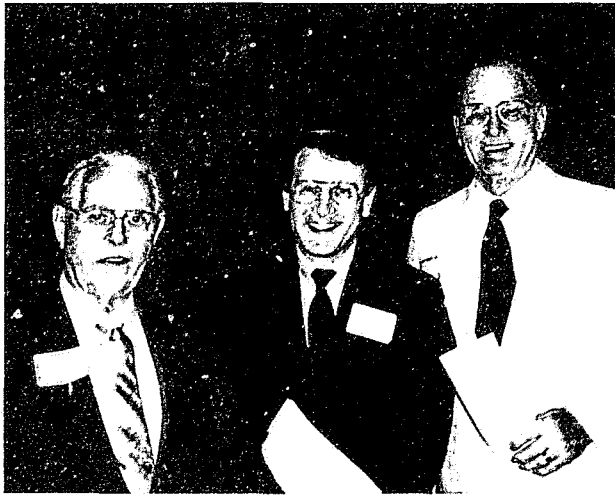
The award from the J. William White Trust Fund is granted annually by the Department of Corrections. The granting of the award is restricted to an inmate released from any state correctional institution who is the "most deserving and likely to be helped to permanently honest ways."

Citizen Committees Hold Symposium/Workshop

During 1990, the Board's Butler and Altoona district citizens advisory committees sponsored training sessions for persons interested and involved in corrections. At the Butler symposium held at Clarion State University, nearly 300 people attended the sessions dealing with issues related to the growing drug problems. The keynote speaker was Bruce Feldman, Executive Director of the Governor's Drug Policy Council. The Altoona workshop focused on the subject, "Traditional Vs. Innovative Community Corrections" with the keynote speaker Senate President Pro Tempore Robert C. Jubelirer. Approximately 100 persons attended the workshop.

The remaining eight committees continued a variety of activities in support of the Board. The Allentown, Chester and Philadelphia committees have been actively supporting legislation for the establishment of halfway back facilities for parole violators. The Philadelphia committee also began issuing a newsletter and held a pre-holiday social to develop community interest in their work; the Harrisburg committee continued its speaking engagements to high school students and the Pittsburgh committee held a meeting with the new Commissioner of Corrections, Joseph Lehman.

Statewide meetings of representatives of the committees were held twice a year to share information on their activities and secure information about Board



(left to right) Robert B. Filson, retired judge from Clarion County, Bruce Feldman, Governor's Direct Policy Officer, and Vern E. Smith, Sheriff of Clarion County. Members of the Citizens Advisory Committee for the Butler District Office.

operations, status of legislation, etc. Representatives from the Allentown, Altoona, Chester, Harrisburg, Philadelphia, Pittsburgh and Scranton District Offices attended these meetings.

Advisory Committee on Probation Meets

The Board's Advisory Committee on Probation met in May, 1990 for a major discussion on the establishment of minimum salaries for county probation officers. In addition to the committee members and staff, a number of guests attended including Chief Probation Officers William Pysher (Northampton County), Dave Crowe (Crawford County) and Luther Seibert (Perry County); and James Anderson, Executive Director and James Boylan, Administrative Officer, both from the Juvenile Court Judges Commission. The guests representing the Adult County Chief Probation Officers Association presented concerns of the association in setting more realistic minimum salary levels. The Bureau of Probation Services staff also presented considerable data on salaries and the differences in the number of hours worked in the counties. Following the discussion, the Advisory Committee established the recommended minimum salary for county probation officers to be \$18,533 for a 37.5 hour work week. The committee was also informed and discussed a change in the Board's Grant-In-Aid Program.

The committee met again February 14, 1991 to review the updated 1990-91 Grant-in-Aid Budget which lapsed \$7,568,000. This budget funded 803 continuing adult probation positions for six months, January 1 through June 30, 1991. The funding period was then converted to a full fiscal year beginning July 1, 1991.

A long discussion followed regarding a proposed decrease in the amount of state funds appropriated for Fiscal Year 1991-92. General grant-in-aid funds were reduced from \$16.9 million to \$7.8 million. This shortfall is to be made up by "Augmentation Funds" referred to as "supervision fees" in the amount of \$11.4 million. It was estimated that state funds of \$7.8 million would fund approximately 33% of eligible salaries. The committee discussed at length their concerns and expressed an interest in obtaining more information on how the supervision fee system or similar systems work in other states. Information regarding several states that are currently collecting fees was provided to the committee.

Committee members include:

- Daniel B. Michie, Jr., Esquire, Philadelphia, Chairman;
- Honorable Vincent A. Cirillo, Judge, Superior Court of Pennsylvania;
- Honorable John J. Shumaker, Member, Senate of Pennsylvania, 15th District, Dauphin and Northumberland (part) Counties;
- Honorable Nicholas A. Colafella, Member, House of Representatives, 15th Legislative District, Beaver County;
- Honorable John H. Chronister, Judge, 19th Judicial District, York County;
- Dr. Edward A. Melodini, Professor of Criminology, Indiana University of Pennsylvania;
- Donna D. Gority, Commissioner, Blair County;
- William J. Pysher, Jr., Chief Adult Probation Officer, Northampton County.

Focus on the Older Offender

The Board has been an active participant in a study of the older offender conducted by Dr. Julia Hall, of Drexel University. Parole agents in Philadelphia provided information about their experiences in working with the older offender and assisted clients in completing questionnaires. Dr. Hall expressed her appreciation for the efforts of the Board staff when she stated:

"The Pennsylvania Board of Probation and Parole is to be commended for taking national leadership in offering the first professional education for parole agents to facilitate their case management of the older client."

Chairman Jacobs has also participated in this project by being a participant in a videotape on the older offender along with Secretary of the Department of Aging Linda Rhodes and William A. Harrison, Director of the Bureau of Treatment Services, of the Department of Corrections. The panel discussion focused on "the interrelationship and coordination of agency efforts regarding the growing group of special needs elderly."

On May 31, Dr. Hall taught a Board course in Philadelphia on the elderly client. The course was developed in conjunction with her development of a training module to assist criminal justice professionals throughout the country in working more effectively and efficiently with older clients.



Probation Advisory Committee met to discuss proposed minimum salary levels. (left to right) Probation Services Director Gene Kramer, Director of Court Services Ronald Copenhaver, Blair County Commissioner Donna Gority, Allegheny County Probation Officer Richard Restivo, and Board Member Raymond McGinnis.

"Breaking Barriers" Program Piloted

In February, 1991, Director of Staff Development James Smith participated in a facilitators training program on "Breaking Barriers" at the California correctional facility at Vacaville. Smith then conducted a two month pilot "Breaking Barriers" program with clients at the Harrisburg District Office. "Breaking Barriers" uses a series of 5 to 9 training sessions designed to help clients understand how their habits, attitudes, beliefs and expectations about themselves and the world around them can become barriers that lock them into the past. A framework for change is delivered through a combination of video lessons and workbook exercises which are debriefed by a parole agent trained as a facilitator. Staff claim a 14% lower recidivism rate for clients who have completed the program compared to those not participating. If the results are positive for Pennsylvania, the facilitator training may be offered to interested staff so the program may be replicated in other districts.

Board Member and Staff Named to National Offices

At the 1990 Association of Paroling Authorities International Conference, Board Member Raymond P. McGinnis was named president elect of that organization. In 1992 Mr. McGinnis will become president of the worldwide organization of paroling authority professionals. Director of Interstate Service Robert A. Largent was named president elect of the Probation and Parole Compact Administrators Association. He began serving this national group as president in August of 1991. Statistical Information Unit Supervisor Darlene E. Zelazny was elected to serve as Second Vice-President of the Pennsylvania Association on Probation, Parole, and Correction. In June, 1993 Ms. Zelazny will become president of the statewide Association.

New Equipment Secured for Field Staff

Additional electronic monitoring equipment (EME) was made available for use by all intensive supervision staff. The East End Sub-Office, Pittsburgh, received a new system to replace the original equipment which had been leased and the Haddington Sub-Office received several more monitoring units. Two additional systems were installed in the Special Intensive Drug Center in Philadelphia to monitor clients in the intensive drug units and the Drug Offenders Work Program.

At least one Board vehicle in each district now has a mobile radio to provide access to other law enforcement agencies when needed during the transportation of parole violators to prison. These radios have a statewide communications capability to any county through a tie-in with the Pennsylvania Emergency Management Agency. In addition, 24 hand-held radios were provided for use in the intensive drug units in Philadelphia and Pittsburgh.

Board/Mental Health Forums Held

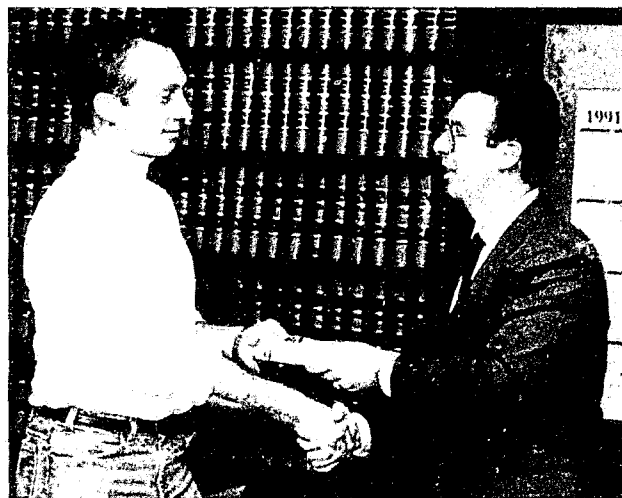
Continuing an effort which began last year, three Board/mental health forums were held this year in Pittsburgh, Norristown, and Allentown. These forums were held as part of the implementation of Act 32 of 1987 which calls for the provision of "specialized training of mental health personnel in order to qualify them for dealing with special problems presented by the criminal population..." This effort was directed by Paul J.

Descano, Director of the Bureau of Supervision in cooperation with staff from the Office of Mental Health, Department of Public Welfare. The symposiums provided an interfacing of direct service staff from the Board and the state/county mental health systems.

Board Public Relations Video Produced

"The Turning Point," depicting the experiences of former parolee George Ladika while under supervision of the Board, was produced this year for use in the public relations efforts of the Board. A premiere showing of the video was held on December 17 at the Capitol Media Center in the East Wing of the Capitol.

The video, although showing the entire parole process, provides an insight into the inner feelings and moods of the parolee and the positive impact of Parole Agent Ronald Roland, of the Harrisburg District Office, and others on the life of Mr. Ladika. Scenes in the video



Former parolee George Ladika receives a video of "The Turning Point", in which he was featured, by Chairman Jacobs.

included the sentencing, prison time, preparations for parole, the parole decision-making process, parole supervision, the violation process, and treatment experiences.

Another state agency, Commonwealth Media Services, was responsible for the production of the video. Producer Carol Crago did an outstanding job of capturing the true picture of the mission and work of the Board. The videotape is available for use by community organizations and groups.

Act 35 Implementation of Client Supervision Fees

The implementation in October, 1991 of the collection of the \$25 per month client supervision fee required by Act 35 has caused an avalanche of responses and reactions.

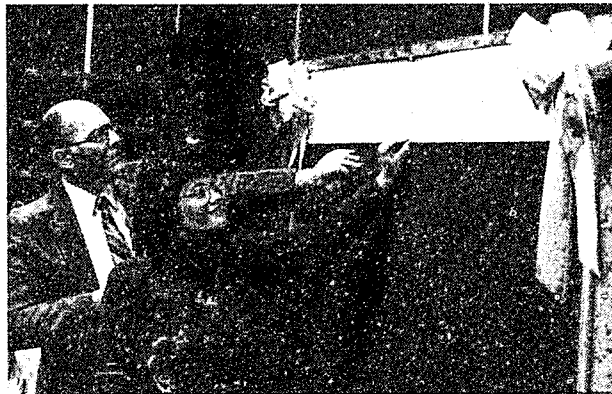
David Ogurkis, Director of the Division of Fiscal Management reports that as of November 8, more than 1,500 clients have submitted supervision fee payments. He estimates that the amount of these fees totals nearly \$60,000. The first payment received was from a client in Erie being supervised by Parole Agent Sheldon Protho.

Another client, supervised by Parole Agent Charles Lorditch of the Harrisburg District Office, submitted cash payment from the Cumberland County Prison in the form of monopoly money, since cashier's checks and money orders are in short supply in prison.

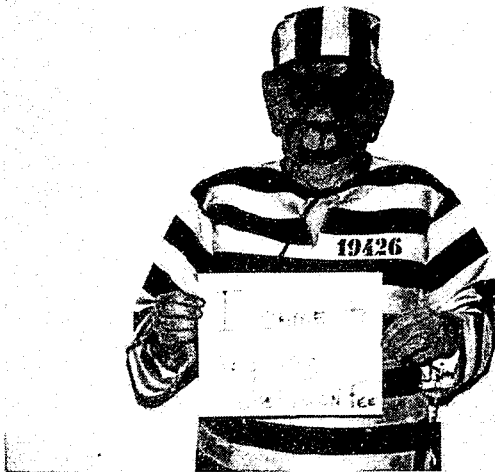
As expected, clients and their families are not very happy about the requirement and have expressed themselves in numerous ways to field staff. In addition, hundreds of letters have been received in Central Office. Telephone calls, especially from representatives, senators and their staff, have also been received in Central Office in response to client complaints. These calls have provided Board staff the opportunity to explain the various aspects of legislation.

Board Employees Serve in Operation Desert Storm

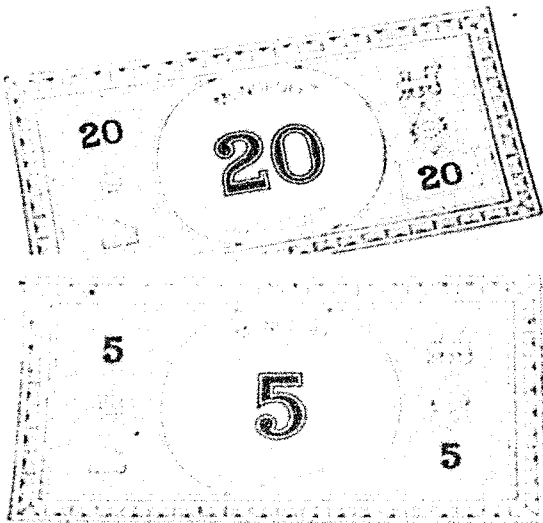
On August 17, Pittsburgh Parole Agent James Wagner was the first Board employee called to participate in Operation Desert Shield/Storm in the Middle East. Other employees called to active duty included Parole Agent Mil M. Bakmaz from the Mercer Sub-Office, Parole Agent John Barringer from the Philadelphia District Office, Clerk Typist Edwina L. Tatum from the Division of Personnel in the Board's Central Office, Parole Agents Richard Novak and Robert Hedglin from the Pittsburgh District Office, and Clerk Typist Kelli George also from the Pittsburgh District Office. Special recognition was given to Kelli George who was injured in the line of duty as a result of a Scud missile. Spouses and family members of several other employees also served in Operation Desert Storm.



(left to right) Committee members of Operation Desert Storm Gene Kramer and Darlene Zelazny (chairperson) are setting up a display of names of Board employees and family members who served in Operation Desert Storm.



Board employee, Donis Rudy, in a Halloween masquerade, reflects the sentiment of parolees required to pay supervision fees.



A "creative" client detained in prison paid for his supervision fee by cash?

Robert A. Greevy
Chief Counsel

Arthur R. Thomas
Assistant Chief Counsel

K. Scott Roy
Assistant Chief Counsel

Office of Chief Counsel

A major function of the Office of Chief Counsel is to provide legal services to the Pennsylvania Board of Probation and Parole. This is accomplished by defending state court challenges to Board determinations and representing the Board before various Commonwealth agencies such as the Civil Service Commission, the Human Relations Commission, the Unemployment Compensation Board of Review, and the Board of Claims. The office also represents the Board in complaints filed with the United States Equal Employment Opportunity Commission. The primary responsibility for representing the Board in lawsuits filed by prisoners in the federal courts lies with the Office of Attorney General, pursuant to the Commonwealth Attorneys Act. However, the Office of Chief Counsel provides litigation support to the Attorney General's Office in such cases. The office also provides advice to the Board in matters of policy and procedure.

The majority of the litigation defended by the Office of Chief Counsel pertains to inmate appeals from Board parole revocation decisions. Prior to filing appeals in the Commonwealth Court of Pennsylvania, inmates must first exhaust their administrative remedies with the Board, either through an administrative appeal or a petition for administrative relief. While administrative appeals are heard by three-member Board appeal panels, the Office of Chief Counsel advises the panels on the applicable law and assists in drafting formal opinions adopted by the appeal panels.

The most frequent challenges made by inmates to Board parole revocation decisions during the past year are by direct appeal and fall into several broad categories:

- sufficiency of the evidence to support the finding of a parole violation;
- the timeliness of revocation hearings;
- whether the amount of parole violation backtime assessed by a Board revocation panel is unduly harsh and excessive; and
- whether the Board properly allocated the inmate's pretrial custody credit.

The other main source of litigation involving the Board, other than direct appeals, consists of original actions in mandamus filed by inmates in the Pennsylvania Commonwealth Court. These actions usually challenge the chronological order in which the inmate has been directed to serve parole backtime and any new sentence, and seek to compel the Board to provide them with confidential information or to release them early on parole.

In addition to original and appellate matters in both the Pennsylvania Commonwealth and Supreme Courts, the Office of Chief Counsel defends the Board in habeas corpus and Post Conviction Relief Act (PCRA) actions brought by inmates in the various county common pleas courts throughout the Commonwealth despite numerous appellate court opinions spanning over four decades that hold that a Board determination may not be challenged in a county common pleas court through a habeas corpus or PCRA action. The office cooperates with the various district attorney's offices in defending such actions and has been successful in having most of such actions dismissed on jurisdictional grounds.

Other activities of the Office of Chief Counsel include the drafting of proposed amendments to the Probation and Parole Act and proposed amendments to the Board's regulations. The office also reviews Board contracts, Grant-In-Aid Program awards, and Board Chairman letters imposing sanctions upon Board employees. Finally, the Office of Chief Counsel advises the Board on evidentiary challenges at revocation hearings, updates on changes in the law affecting the Board, and rendering legal opinions on issues related to the Board.

James W. Riggs
Board Secretary and Director

John J. Rice
Director of Institutional
Parole Services

Syed H. Ali
Director of Pre-Parole Analysis
and Records Management

John P. Skowronski
Director of Hearing Review

Office of Board Secretary and Bureau of Pre-Parole Services

Institutional Parole Services Continue to Expand

In the Board's effort to improve its institutional parole services, staff have been assigned permanently at the newly opened State Correctional Institution at Waymart to process the offenders confined to that institution. All state correctional institutions are now staffed by Board personnel, as well as the Philadelphia County Prison and the Allentown, Chester and Harrisburg District Offices.

With the opening of the SCI-Cambridge Springs and Quehanna Boot Camp targeted for June of 1992, Board staff have been working with the Department of Corrections staff to establish procedures to effectively facilitate the paroling process.

In an effort to reduce prison crowding, 15 additional staff were authorized in 1990 by Governor Casey to assist inmates in securing acceptable parole plans. By the end of 1991, all of these staff members were in these new positions and were focusing on those inmates who are beyond their minimum sentence date and those who have been approved for release on parole but do not have an approved parole plan. A total of 1,539 inmates have been released through this program within the last two years. In the parole planning process, these staff members also assist any inmate who is having difficulty securing a parole plan.

The Board also approved a modification of the investigation process of parole plans by permitting the submission of parole plans for investigation earlier, and by reducing the time allocated for the completion of the investigations. Provisions have also been made to expand the use of computer messages in the approval of parole plans to aid in releasing inmates approved for parole at their minimum sentence date. The Board's computer system will be expanded with the installation of units in institutional parole offices throughout the state in early 1992 to further expedite the processing of inmates for release on parole.



Board Chairman Fred W. Jacobs is reviewing case material in preparation for a hearing.

Release Orders Are Automated

Inmate parole release orders were automated in March, 1991. At the time the technicians enter into the computer an inmate's Board action, which includes the special conditions, this information is combined with the sentence information already in the computer's data bank to produce the inmate's release orders and Conditions Governing Parole/Reparole. Previously, the release orders were prepared separately, requiring the retyping of information already in the Board's data bank. This new automated process will enable release orders to be prepared in a more timely manner.

Client Casefolder System Studied

The increase in inmate population at both state and local correctional institutions has led to a major increase in the number of decisions made by the Board relating to parole, reparole, violations, etc. This has dramatically increased the number of client casefolders to be processed and used by numerous employees on a daily basis and maintained on the limited shelf space in Central Office. Because of the sheer volume of these transactions, the current system of controlling the movement of these casefolders has become outmoded.

Recognizing this problem, the Board made application to the National Institute of Corrections for technical assistance to study the problem and make recommendations for improvements. Dr. Seth I. Hirshorn of the University of Michigan was named by NIC to provide the technical assistance to the Board. In November, Dr. Hirshorn visited the Central Office and met with the involved management and line staff to examine firsthand the intricacies of the decision making process and the movement of client casefolders in that process. He also visited with related staff at the Department of Corrections and the Pennsylvania State Police to assess the interrelatedness of these agencies with the Board's operations regarding case records.

Dr. Hirshorn submitted a final report which analyzed the problems and recommended proposals to improve the Board's client casefolder system in Central Office. One of the recommendations is to install a bar coding system for all client casefolders to more easily track the specific location of the casefolders during the decision making process. Implementing the bar coding system would be massive and costly. The Board is now evaluating the feasibility of implementing a pilot project.

Board Actions Continue To Increase

The increase of inmates in correctional institutions throughout the Commonwealth has caused a substantial increase in the workload of the Bureau's staff, including the following for 1991:

- processed the needed paperwork for 14,763 parole release decision interviews and due process hearings, an increase of approximately 1,600 over last year;
- recorded 23,067 official Board actions and handled more than 10,950 Initial Sentence Status

Reports from state and county correctional institutions, entering the information in the Board's electronic record system, and filing the reports in client case folders, where applicable; and

- reviewed more than 7,553 updates in client sentences and made appropriate changes in the electronic records.

The accuracy in processing these documents ensures a timely release decision for all prospective parolees. It also ensures that sentencing judges and prosecuting district attorneys are permitted input in the parole decision as mandated by law. The Bureau also completed 2,174 recommitment data sheets and recommitment orders on violators.

The staff handled approximately 1,225 requests for administrative relief or appeals. These appeals are limited in scope as to whether the decision is supported by substantial evidence, an error of law has been committed, or there has been a violation of constitutional law. The responses must be prepared in accordance with Board regulations and existing case law. The appeals are filed by counsel unless unrepresented and is the first step in the appellate process. The violator cannot file in Commonwealth Court until he/she has exhausted this administrative remedy.

Efforts Made to Ease Overcrowding

The Division of Hearing Review has had a significant role in some aspects of the Board's response to current prison overcrowding. Staff members are responsible to prepare cases to be reviewed by the Board for diversion from further incarceration. One group of cases being reviewed are parole violators who have spent some time in custody on the Board's warrant for technical parole violations and have pending new criminal charges. When the Board determines that a client has already spent enough time in custody, the client is released from prison on parole supervision to await disposition of the criminal charges rather than continuing incarceration. From August, 1990 through the end of calendar year 1991, the Board granted 378 of these early releases.

Since February of 1989, the Board's Intensive Supervision Diversion Program (ISDP) has also aided in reducing the overcrowding of state correctional institutions. The program is designed to divert lower risk parole violators from prison commitment and continue them under intensive parole supervision in the community. The Division of Hearing Review staff reviews all cases proposed for this program to assure the program guidelines are being met before submitting them for a decision by the Board. After an action is taken to place a client in this program, the staff are responsible to see that the client's release on supervision is effected in a timely manner.

Based on the positive experience with the program, the Board has gradually made changes in these guidelines to include more potential candidates without significantly increasing the risk to society. As of December 31, 1991, a total of 216 parolees have been placed in the Intensive Supervision Diversion Program at the point of their violation hearing.

Victim Response Continues To Increase

Through the Board's Victim Input Program (VIP), 706 victims, or related family members, provided actual input to the Board in its parole release decision-making process during 1990 and 1991. Oral testimony was provided by 203 persons and another 503 provided written statements. Also, an additional 1,229 victims or the family members of victims were enrolled in the

program during the two year timeframe.

The input of the victims provides valuable insight to the Board as an inmate is considered for release on parole. The information provided includes: an awareness of any antagonism, directly or indirectly, toward the victim by the offender; the suitability of the offender's proposed parole plan; and the need for special conditions to be imposed if the offender is paroled. With this victim input and the other extensive information about the offender made available to the Board, a sound paroling decision can be made to ensure the protection of the public, as well as assisting the offender returning to the community.

During calendar year 1991, 353 inmates were interviewed for parole consideration by the Board where there was victim input, 110 were paroled, 74 were paroled with special conditions usually related to some aspect of the victim input, and 169 were refused release on parole. Following the Board's decision, victims providing input for Board release decision making are notified of the decision, and any subsequent inmate interviews after a Board decision to refuse parole, and all the victim input material is included in any subsequent parole release considerations.

Ongoing Responsibilities

The Office of the Board Secretary and the Bureau of Pre-Parole Services have responsibilities which relate primarily to the Board's quasi-judicial and release decision-making functions. These responsibilities include responding to inquiries relative to decisions and policies of the Board; reviewing sentence structures for accuracy in compliance with current laws; reviewing due process hearings material to ensure compliance with Board policies, applicable laws and court decisions; and providing technical assistance in finalizing Board decisions. The hearing examiners and other Bureau staff also assist in the training of others in the violation process, particularly in the area of testifying at administrative hearings, arrests and other hearing procedures.

The Board Secretary is administratively responsible for the supervision of the Board's hearing examiners, and an institutional parole staff which provide pre-parole services for inmates in state correctional institutions and some county correctional facilities. The institutional staff provides information, reports and recommendations to the Board for use in making parole decisions; pre-parole counseling to inmates; and assists the offender in developing a parole plan consisting of a home and employment. Institutional parole staff also provide a parole education program for offenders prior to parole consideration by the Board.

The Board Secretary is the Board's liaison with the Department of Corrections and the Board of Pardons. He also has responsibility for the administration of: 1) the Board's informant policy as it relates to parolees released by the Board serving as informers for other law enforcement agencies, and 2) any Board cases assigned to the Federal Witness Protection Program. In addition, the Board Secretary has the administrative responsibility for providing services and assuring that parole release interviews are conducted for several hundred inmates under the Interstate Compact for Corrections.

	Paul J. Descano Director	
Vacant Probation and Parole Specialist	Martin L. Foulds Probation and Parole Specialist	Robert W. Reiber Probation and Parole Specialist
	Robert A. Largent Director of Interstate Services	

Bureau of Supervision

Drug Programs Expanded

In view of the extensive drug problem in Southeastern Pennsylvania, Governor Casey approved additional funds in 1990 to establish two intensive supervision drug units in Philadelphia. In order to locate the Philadelphia units in neighborhoods in the city more accessible to the clients, a new Special Intensive Drug Center was opened in July of 1990 at "C" and Westmoreland Streets. The Board's city-wide drug unit was also relocated to the center from the Philadelphia District Office.

Subsequent to the opening of the center, an additional program, the Drug Offenders Work Program, was implemented and located there. This program, with the cooperation of the Philadelphia Common Pleas Court, diverts first time drug offenders from the state prison system to probation status. Participants in the program are required to perform community service collecting debris along Interstate 95 and surrounding highways as well as being involved in job search and vocational training. All of the units located at the center have access to electronic monitoring equipment for surveillance and control of the clients being supervised.

In December of 1991 the Pennsylvania Commission on Crime and Delinquency approved a grant to establish an intensive supervision drug unit in Chester. It is anticipated that this new supervision unit will be operational in mid-1992 after the necessary staff is secured.

Sex Offender Unit Established in Philadelphia

Recognizing the increasing need for specialized services for Board clients under supervision for various sex offenses, the Board authorized the establishment of a special unit to supervise such clients in Philadelphia. Parole agents in this unit have reduced caseloads so that intensive supervision may be provided. As the unit was established in the fall of 1991, specialized training was provided for the supervisor and four parole agents assigned to the unit. Some of the training and guidance was provided by the J. J. Peters Institute which specializes in providing outpatient treatment for the sex offender. Plans are also being developed to provide continued professional support to assist the staff in evaluating clients and staffing cases.

Supervision Contingency Plan Developed

In an effort to contend with the steadily increasing parole agent workload, the Bureau of Supervision staff, including field staff, developed a contingency plan for supervision of offenders when workloads become excessive. The need for such a contingency plan became evident with the rise in parole agent workloads due to the dramatic rise in prison populations subsequently making more inmates available to be paroled and supervised in the community. In addition, the courts are imposing longer sentences which result in longer periods of parole supervision. In some cases, high workloads are also caused due to some of the supervision units not being fully staffed.

The contingency plan, approved by the Board, permits the reduction of minimum supervision requirements for low risk offenders in proportion to the workload of individual supervision units. With the reduction of minimum supervision requirements, parole agents are able to concentrate their supervision efforts on high risk clients. In December of 1991, 32 of the Board's 39 general caseload supervision units were operating under the contingency plan, with 26 of the units at the highest contingency level.

Also included in the contingency plan is the establishment of an administrative grade of supervision. Clients placed in this category must have demonstrated satisfactory adjustment over a long period of time, are a minimal risk to the community and are able to function in the community without supervision.

Prison Overcrowding Response

In a continuing effort to positively impact on reducing prison overcrowding, the Board established an Intensive Supervision Diversion Program. This unified program was a restructuring of two earlier diversion programs in order to make intensive supervision available everywhere in the state. The diversion program provides an opportunity:

- for release of some inmates who are considered high risk at the time of parole/reparole decision making; and
- for continuing some parolees on supervision who are violating conditions governing parole, in lieu of recommitting the parolees to a correctional facility.

In the earlier phases of this program development, the Bureau of Supervision was allotted 20 additional parole agent positions located throughout the state so that intensive supervision is available in every district. Clients placed in this program, are supervised more intensively and a variety of sanctions are imposed as required by client behavior.

New Equipment Provided to Field Staff

In keeping with the Board's efforts to improve staff safety, mobile and hand-held radios were purchased to assist staff in their communications during arrests, surveillance and the transportation of prisoners. Through cooperation with the Capitol Police and Pennsylvania Emergency Management Agency, network frequencies were obtained throughout the Commonwealth to afford the staff the ability to communicate over great distances.

In 1991, all of the Board's district offices were provided with FAX machines to facilitate more rapid communications within the agency, as well as with other criminal justice agencies. The use of FAX transmissions has been instrumental in reducing parole agent travel requirements to lodge detainees or to expedite releases of clients from prison.

Supervision Offices Relocated

Two Board supervision offices were relocated in 1991 to better serve the staff's work needs and to provide additional safety and security. The Butler District Office, located in a downtown bank building for 30 years,

moved to a new office building constructed to the Board's specifications. After 19 years in a downtown location, the Greensburg Sub-Office relocated to an improved and more accessible facility. At the end of the year, plans were nearly complete for the relocation of the Haddington and Cedar Sub-Offices in Philadelphia into one combined office location in 1992. The Haddington Sub-Office staff has been without a permanent office since a fire in their office over a year ago.

Manual Chapters Completed

The supervision and interstate chapters of the Board's Manual of Operations and Procedures were completely revised, updated and finalized for distribution to field staff. These two chapters contain the majority of day-to-day procedures needed in the supervision of parolees and probationers.

Mental Health Forums Completed

During 1990, the final Mental health forums were held in Pittsburgh, Norristown and Allentown providing an opportunity for the interfacing of direct service staff from the Board and state/county mental health system in an effort to provide better service to the Board clients served by both systems. This effort was completed with the cooperation with the Office of Mental Health, Department of Public Welfare.

Interstate Office Participates in Successful Pilot Project

The Board's Interstate Compact Services Office was one of six interstate compact offices across the country to participate in the Interstate Compact Automated Information Network (ICAIN) pilot project beginning in August of 1989. This project established, tested and assessed the utility of a computerized system of selected information on clients scheduled for interstate transfer between states. Other states participating in the pilot project were New York, New Jersey, Florida, Texas and California. The pilot project, completed in August, 1990, has been successful and resulted in improving the tracking of the transfer of the supervision of clients between states. Two additional states, Ohio and Missouri, have recently joined this cooperative effort and it is anticipated that all states will eventually become part of the automated information network. During the years 1990 and 1991, Pennsylvania had been the most active in the ICAIN system since its inception, having entered 5,072 requests for transfer of supervision to other states and having received 1,742 supervision requests from other states.

The Interstate Services Office is responsible for administering the Board's participation in the Interstate Compact which provides for cooperation among states in the supervision of parolees and probationers as follows (as of December 31, 1991):

- 1,787 Board clients supervised in other states;
- 2,873 county probationers supervised by other states; and
- 2,062 clients from other states supervised by the Board.

Other activities by the office included requests sent to other states as follows: Board client supervision requests — 863 in 1990 and 850 in 1991; and county probation supervision requests — 1,677 in 1990 and 1,565 in 1991. In addition, arrangements are made for the secure transportation of Board clients who violate their parole in jurisdictions outside of Pennsylvania. In addition to those transported by Board staff, clients transported by a private vendor totalled 57 in 1990 and 28 in 1991.

Ongoing Responsibilities

The Bureau of Supervision has responsibility for the protection of the community and reintegration of the offender through the supervision of nearly 23,000 probationers and parolees. This is accomplished through field staff located in ten district offices and thirteen sub-offices throughout the state. Approximately 236 parole agents are key staff members in directly supervising offenders by reintegrating the offender into the community as a responsible and productive citizen. This means helping the parolee obtain and hold a meaningful job; resolving any adjustment problems within the family and the community, meeting education, mental health, or other normative needs, when relevant; and becoming part of the community through participation in activities and organizations which reflect the individual's interests and capability. While much of this is accomplished by working individually with the offender, field staff throughout the state are also involved in the development of specialized services for groups of clients. These include employment groups, sex offender groups and others. Professional staff from other agencies many times provide their specialized services to these groups.

As peace officers of the Commonwealth, parole agents are empowered (not required) to make arrests of those clients who violate the conditions of their probation or parole. At the Board's due process hearings, parole agents are required to testify and present evidence to substantiate the charges brought against clients of the Board. In addition to this prosecutorial role and the above noted supervision activities, the parole agents are also responsible for transporting violators, including some from other states, to various correctional institutions when the Board orders recommitment. The field supervision staff are on call after normal working hours and on weekends via a toll free telephone number which may be utilized by clients, law enforcement officials and others to secure assistance whenever emergencies arise. The field staff also conduct investigations for the Board of Pardons; presentence investigations when requested to do so by the courts; pre-parole investigations; and they prepare classification summaries and reports for other states.

As an ongoing activity, various field staff throughout the Commonwealth actively involve themselves in public relations activities with various community organizations, school districts and in a number of cases, serve as board members for various professional and service programs.

The Bureau's Central Office staff provide support, consultation, technical assistance, and monitoring services to the field staff in addition to special assignments such as coordination of the Board's firearms program, management of the Board's participation in the national accreditation program for field services, participation in the Crime Stoppers Program, the Citizen Volunteer Program, liaison to the district citizens advisory committees, oversight of the urinalysis program, and liaison to the related management information system programs. This staff is also on call, twenty-four hours a day, for the Pennsylvania State Police National Crime Information Center program for confirmation of status of fugitives, as part of the Board's effort to locate absconders.

Ronald E. Copenhagen
Director

W. Conway Bushey
Director of Grants-in-Aid
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George I. Shaffer
Director of
Court Services

Bureau of Probation Services

Grant Program Completes 25 Years

The Board's 1990-91 Grant-In-Aid Program completed 25 consecutive years of providing state funds to counties for the improvement of county adult probation and parole services. During those years, steady increases of funds have been appropriated each year including the two current years. However, the 1991-92 appropriation was reduced considerably in correlation with the passage of Act 35 of 1991 with the intent of supplementing the reduced grant appropriation with revenues received from required monthly supervision fees paid by adult offenders. The approved 1991-92 appropriation of \$15,700,000, \$2,617,000 less than the previous fiscal year, provided for 912 adult probation staff to be funded at approximately 63% of eligible personnel salary costs; the number of funded personnel increased by 69 staff. An additional 104 probation officer positions continue to provide specialized services to drug and alcohol offenders and the appropriation included \$740,000 in federal monies to assist in the funding of these specialized positions.

A number of other changes were also experienced during these two years including the following:

- At the request of the Governor's Budget Office, and to be consistent with the Board's fiscal year, the Grant-In-Aid Program was switched from the counties' calendar year to the state's fiscal year (July 1 — June 30).
- Additional funds were awarded to 42 counties to add new positions for specialized drug and alcohol programs. This appropriation was part of "PENNFREE-The Governor's Plan For A Drug Free Pennsylvania" and included federal funds also. The funds were used to implement intensive and regular supervision for drug and alcohol offenders, as well as providing institutional and presentence investigation services and Spanish speaking drug offender services.
- Sullivan County, which had its probation services provided through a cooperative program with Wyoming County, established its own probation department for the first time and became one of 65 counties to receive a grant award. Only Mercer and Venango Counties do not participate in the program since their adult probation services are provided by the Board.

All counties participating in the Board administered Grant-In-Aid Program are required to comply with a minimum of 90% of all applicable adult probation and parole field services standards established by the Board and based on nationally accepted standards. All participating counties this year certified that the required 90% standards compliance level was met.

Beginning in 1988, the Bureau implemented a three-year standards compliance on-site audit process. Once

during each 3 years, all standards are audited for compliance. In the other 2 years of the cycle, one-half of the standards and any non-compliance or not applicable standards, as determined in the prior year's evaluation, are audited. On-site evaluations of 42 counties, where all standards were audited, had compliance levels of at least 90%, of which eleven counties achieved 100% compliance of the applicable standards.

The following table shows the trend in Grant-In-Aid Program appropriations toward an 80% funding level of eligible staff salaries as authorized by Act 134 of 1986:

YEAR	APPROPRIATION	FUNDING PERCENTAGE
1983-84	\$ 3,088,000	26.9%
1984-85	\$ 3,240,000	26.1%
1985-86	\$ 7,000,000	50.2%
1986-87	\$10,059,000	66.2%
1987-88	\$13,430,000	77.7%
1988-89	\$14,200,000	76.6%
1989-90	\$16,086,000	76.9%
1990-91	\$18,317,000	76.6%
1991-92	\$15,700,000	64.2%

Planning Undertaken for Supervision Fee Program

Act 35 of 1991, effective on August 14, 1991, stipulated that the court shall impose, as a condition of supervision, a monthly supervision fee of at least \$25 on any offender placed on probation, parole, Accelerated Rehabilitative Disposition, Probation Without Verdict, or Intermediate Punishment, unless the court finds that such fee should be reduced, waived, or deferred based on the offenders present inability to pay. Since the supervision fee legislation became effective immediately, an ad hoc committee, chaired by Bureau of Probation Services staff, was formed and included a representative group of county chief adult probation officers. This committee is assisting in the planning and implementation of the county supervision fee program.

Minimum Salaries For Probation Personnel Reconsidered

In May, the (Governor's) Advisory Committee on Probation and the County Chief Adult Probation and Parole Officers Association of Pennsylvania, following several planning meetings, recommended that the Board establish a minimum entrance salary for county adult probation officer interns (the entry level probation officer position requiring at least a bachelor's degree). The proposed minimum rate for 1990-91 was \$9.48 per hour, or \$18,543. annually, based on a 37.5 hour work week.

This proposed fixed minimum salary rate would replace current minimum salary policies and procedures which, in unionized counties, recognize minimum salaries as those established by collective bargaining agreements; and in nonunioned counties, salaries and salary increases for new or incumbent personnel, which are competitive with those of other components of the county criminal justice system and comparable occupation groups within the jurisdiction of county government.

The recommendation to amend the current minimum salary policies and procedures resulted from concerns of high county probation officer turnover rates, the need to attract and retain well-qualified probation and parole personnel, and the need to further expand probation and parole services to impact on prison and jail crowding. Although Bureau staff agreed with the need to increase county probation personnel salaries in general, the concept of establishing a fixed minimum entrance salary level was rejected, for the 1990-91 program, due to the following concerns:

- different work hours among counties (30 to 40 hours);
- differences in administrative responsibilities between the various chief adult probation officers;
- union and labor relations considerations; and
- concerns that a fixed minimum entrance salary for probation and parole officers at \$9.48 per hour could negatively impact on starting salaries in the 15 counties who have about 60% of the total statewide probation and parole officers with current higher salary rates than proposed.

Instead of adopting the recommended fixed hourly rate as a minimum salary standard, the Bureau targeted the 40 counties paying salaries below the recommended level and negotiated with county officials to voluntarily increase salary levels for both new and incumbent personnel. In those negotiations, the Bureau determined that "if sufficient progress is made in adjusting probation officer salaries, the Board of Probation and Parole will not consider any further the need to reinstate fixed minimum salaries for both new and incumbent probation personnel, as recommended."

County Adult Probation Statistics

The Bureau of Probation Services is responsible for collecting, compiling, and analyzing statistical data related to county adult probation and parole services. A report of these activities was published to serve as resource information for future program planning. Select data from this report show the following trends:

Year	Total Professional Staff	Total Caseloads	Presentence Investigations	Average Entrance Salaries
1985	817	101,276	17,623	\$12,552
1986	873	102,051	17,434	13,103
1987	909	107,564	22,767	13,949
1988	974	114,412	23,822	14,550
1989	984	120,409	27,670	15,108
1990	1,120	135,502	33,125	16,811
1991	1,169	144,484	30,148	17,503
1996 (projected)	1,366	174,310	39,067	20,436

Technical Assistance Provided to Counties

In addition to annual audits of adult probation and parole services, Bureau staff also provided technical assistance and training to county adult probation departments. These activities included workload time studies, client management classification training, situational leadership training, Grant-In-Aid Program workshops, as well as lectures and presentations at colleges and universities. Counties receiving technical assistance included: Lehigh, Luzerne, Lycoming, Montgomery, Northumberland, Tioga, Philadelphia, Dauphin, Allegheny, Forest, Lawrence, Clarion, Sullivan, and Westmoreland.

Court Services Stabilizes

The number of presentence investigations conducted by Board staff at the request of the courts (896) and the number of special probation/parole case court referrals (3,184) in 1990 both decreased slightly from 1989. However, both the number of presentence investigations (916) and special probation/parole case court referrals (3,456) increased by 2.2% and 8.5% respectively in 1991. These services were provided consistent with acceptance criteria established by the Board in January 1988. The Board continued to provide full adult probation services for Mercer and Venango Counties since these counties do not have county adult probation and parole departments.

The special probation and parole caseload in relationship to the Board's caseload has remained relatively constant (17-23%) over the past 5 years, as seen in the following table:

Calendar Year	Total Board Caseload	Spec. Prob./ Parole Cases	% of Total Caseload
1986-87	16,633	3,773	22.6
1987-88	16,890	3,715	21.9
1988-89	17,218	3,538	20.5
1989-90	18,327	3,406	18.6
1990-91	21,587	3,703	17.2

Staff Received Input From Advisory Groups

During the two years, the Bureau of Probation Services staff continued to meet with members of the Advisory Committee on Probation and the Chief Adult Probation and Parole Officers' Association of Pennsylvania. Input was received on program policies and procedures, standards, and training related to county adult probation services and staff. This input impacted on the Bureau's review and reconsideration of current policies and procedures regulating, for grant-in-aid purposes, minimum salaries for adult probation personnel and the Comprehensive Drug and Alcohol Abuse Initiative Guidelines for the allocation to counties of 76 new probation/parole personnel positions for 1991.

Intermediate Punishment Programs Implemented

Several new laws, passed in February 1991, impacted on adult probation and parole agencies in the Commonwealth. These acts offered counties a significant

opportunity to impact on currently crowded jail conditions as well as to create a full range of community supervision services for eligible offenders. The Pennsylvania Commission on Crime and Delinquency (PCCD) and the Pennsylvania Commission on Sentencing assisted counties in implementing new or expanded Intermediate Punishment Programs. The Board also provided assistance through participation in regional workshops sponsored by the two agencies.

Counties wishing to add staff for Intermediate Punishment Programs, many of which were developed and implemented by county adult probation departments, are required to get an endorsement from the Board for their projects. In 1992 it is anticipated that 13 counties will receive federal funds through PCCD to add approximately 63 new staff to implement

Intermediate Punishment Programs. Many of these new programs will include specialized projects offering intensive supervision, house arrest with electronic monitoring components, community service and pretrial bail supervision.

Manual Revision on Special Probation and Parole

After considerable work by the Director of Court Services and reviews by selected district directors, the Board's Manual of Operations and Procedures, Chapter 7, Special Probation/Parole/Pre-Sentence Investigations was completely revised. The revised policies and procedures guide Board staff in their responsibilities related to the areas of work covered in the chapter.

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Director

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Director of
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David C. Payton
Director of Office Services

David V. Ogurkis
Director of
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Robert E. Yerger
Director of Personnel

Bureau of Administrative Services

Fiscal Responsibilities Expanded

The years of 1990 and 1991 were years of new direction for the Board's Division of Fiscal Management. New funds, both federal and state, became available to initiate programs to reduce prison overcrowding and to expand the Board's successful intensive drug supervision program. Some of the funds are being utilized to cover the costs of a program which enables the release of inmates from state correctional institutions who might otherwise have been refused parole. A specialized accounting system has been established to monitor these program costs.

The other funds are being used to expand the supervision efforts of the Board and county probation departments with offenders with histories of drug and alcohol abuse. For the Board this expansion includes: two additional intensive drug units in Philadelphia modeled after the Board's pilot project started in 1988 in Philadelphia and Pittsburgh; and a Drug Offenders Work Program for approximately 100 Philadelphia drug offenders sentenced to probation under the Board's intensive supervision instead of being sentenced to state correctional institutions. In addition, a new drug unit in Chester is planned to be implemented in mid-1992. Funds were also allocated by the legislature for three additional intensive drug units planned for Reading, Harrisburg and Philadelphia. All of these drug units are dedicated towards the supervision of the hard-core drug user. This expansion also included special grants to county adult probation departments for additional staff to supervise offenders with drug and alcohol problems.

Three pieces of legislation, Act 97-1989 and Act 114-90, both dealing with drug testing of offenders, including the payment for the tests by certain clients under supervision of the Board, became effective in 1990; and Act 35 of 1991 was signed into law on August 14, 1991 requiring clients under supervision of the Board and county probation departments to pay a monthly supervision fee. Each of these acts require additional fiscal responsibilities for the Board. Responsibility of receipt, logging and accounting for client balances for both drug testing and monthly supervision fees rests with the Division of Fiscal Management. With the cooperation of the Division of Management Information services, computerized programs have been developed to handle all aspects of the collection of fees.

The Division of Fiscal Management also has the responsibility for analyzing the expenditure patterns of several grants received from the Pennsylvania Commission on Crime and Delinquency in 1988 and continuing into 1992. Quarterly and final fiscal reports are prepared as required to verify that expenditures are within federal guidelines.

All of these new or specialized programs are specific in concept and require individualized fiscal scrutiny. Each program is being fiscally analyzed, relevant data is being compiled, and fiscal projections continually updated. The work is in addition to maintaining the daily fiscal management requirements of the Board, including

in-depth budgetary projections for in-house projects, legislative and budget office requests, and the maintenance of daily requirements of the Board's advancement accounts.

Personnel Staff Focus On Hiring, Retirements and Performance Evaluations

The two years covered by this report were years of contrast for the Division of Personnel. The year 1990 began with a heavy recruitment effort for the Special Early Release Program (SERP). This initiative required a high degree of coordination among the Division of Personnel and the two related bureaus. Interested employees volunteering for the program were selected first, and then the resulting vacancies, as well as remaining unfilled SERP positions, were filled from outside the agency. This required daily monitoring and provision of strategic guidance to recruiting supervisors.

In 1991 recruitment and the filling of vacancies was hindered due to the pursuit of austerity measures and complement reductions by the Governor's Office. As a result, a large vacancy list was developed which became a significant challenge when the administration changed its direction and authorized all vacancies to be filled in early October. Simultaneously, Act 23 of 1991 was passed which provided for an early retirement incentive for employees over age 55 and also included retirement enhancements for parole agents over age 50. This had a major impact on division staff who were required to counsel all retiring employees and do considerable research of employee records to assess the total number of years of service as parole agents to comply with the statute.

A pilot program was designed and initiated to have supervisors apply more recognition and feedback techniques in the process of monitoring their employees' performance. The program was implemented in the Altoona, Butler, Erie and Pittsburgh District Offices. The program is consistent with the administration's goal for improving cooperation between management/supervisory and union employees, as well as the Board's goal for improving staff morale. This project resulted in a change to an anniversary date system of performance evaluations, instead of the previous fiscal year cycle.

New Offices and Vehicles Secured

In conjunction with the Board's space management program, the Division of Office Services continued its activity in the areas of upgrading and expanding Board office facilities. The major achievement was the establishment of a new office, the Special Intensive Drug Center in Philadelphia in 1990 and the relocation to improved facilities of the Butler District Office and the Greensburg Sub-Office in 1991. Planning and most of the groundwork was completed for the relocation of the Haddington Sub-Office, which had to be vacated in

December of 1990 due to a fire, and the Cedar Sub-Office, both in Philadelphia. These two offices are to be combined and moved to one location early in 1992. All of this work was accomplished with the assistance of the Bureau of Real Estate, Department of General Services. Security renovations were also completed at the Board's Central Office in Harrisburg, the Philadelphia and Pittsburgh District Offices, and the Reading Sub-Office.

In 1990, the Division of Office Services also secured an increase in the Board's motor vehicle allowance level from 179 to 220 vehicles. The 41 additional vehicles have been allocated to the Bureau of Supervision for parole agent use and hearing examiners.

In addition to the routine purchases of office equipment and supplies, the Division of Office Services was responsible for a number of major purchases in conjunction with the special supervision programs. These purchases included office equipment for additional employees, electronic monitoring equipment, and portable and mobile radios for better communications for supervision staff. In addition, all district supervision offices and the Special Intensive Drug Center in Philadelphia received facsimile machines to facilitate more rapid communications and reduce parole agent time and travel.

Management Information, Research and Statistical Programs Expand

The accomplishments of the three units of the Division of Management Information in 1990 and 1991 were influenced by the needs of the Board as it responded to various prison overcrowding issues and legislative mandates.

The Electronic Data Processing (EDP) Unit provided additional services and significantly expanded the automation of the Board's management information system in several areas.

1. The Client Treatment Tracking System was implemented in the autumn in 1990 with a significant expansion in case service tracking. The initiative created an opportunity to establish an electronic running record or chronology of all parole/probation supervision activity. This enabled Board field staff to eliminate progress and conduct reports prepared manually each six months and replace them with machine generated listings of supervision activity. The management information capability of the Board was greatly expanded to provide a record keeping database for client treatment referrals; special intensive supervision program assignments; special conditions of parole, especially as they pertain to a supervision program goal of creating a drug free parole environment; the tracking of parole violation sanctions; and parole compliance data, such as local residence and employment data.
2. In response to the passage of Act 97 of 1989 (client payment for drug tests) and Act 35 of 1991 (monthly client supervision fees), the EDP unit faced the challenge of establishing computer programs to record payments of required client fees in the Board's Central Office. Under Act 97, a new Client Urinalysis Invoicing System was created and implemented to handle the complex processing effort of relevant data and the subsequent development of an invoice and client

payment record keeping system. Within sixty days of the enactment of Act 35, computer programs were written to identify supervision fee waivers and compute the total amount due for each client monthly. By December of 1991, the entire program was operational with monthly reports in a production mode.

3. The development of new parole policy in response to the prison overcrowding crisis required major changes in the Board's classification system for the risk management and the parole agent workload information system. These changes included incorporation of administrative caseloads, special intensive supervision, prison diversion and contingency supervision caseload management.
4. The EDP Unit successfully implemented an Intelligent Multiplexer network which was part of a Commonwealth effort to convert to efficient and effective digital lines for communications. This system had a major impact on the quality and speed of data communications for the Board with response time decreasing more than threefold. An additional benefit was that the Board was able to expand its remote communications network to six new institutional sites.
5. The EDP Unit also expanded its network capability with a new interface to the Commonwealth Network (COMNET). This system enables the Board's computer to communicate with Integrated Central Systems software (ICS) to perform common government functions. This means that Board staff responsible for leave accounting around the state can now execute ICS functions directly from their own workstation, thereby saving considerable staff time.
6. The Electronic Data Processing Unit automated a major portion of the administrative process in parole release. The production of standardized Board actions has been automated for several years, but the resulting release orders and Conditions Governing Parole/Reparole, including all special conditions itemized which are unique to the case were prepared manually. This project automated the creation of these two documents using data already in the computer, thereby eliminating hundreds of clerical hours in typing these forms.

The efforts of the Research Unit contributed further to the Board's understanding of the effectiveness of its policies and practices. One of the most significant accomplishments during the year was a major study of the effectiveness of parole decision making in relation to broad issues, such as, risk management and public safety. This study demonstrated the efficacy of current practices with respect to parole decision making guidelines. Other work efforts included an on-going analysis of client performance in the Board's Special Intensive Drug Programs to provide support for grant management purposes and technical information for program planning and policy formulation; the analysis of data with respect to urinalysis for client drug abuse; the analysis of client risk and needs assessment data for system planning; and an analysis of the effectiveness of

electronic monitoring as a tool for supervision control and case management in lieu of incarceration.

The Statistical Information Unit's role of providing quantitative management information in support of decision making and budgeting continues to be vitally important. One of the major accomplishments in 1990 was the completion of a case investigations time study, the second of a three-part series of time studies necessary to update the Board's workload information system. Since 1991 was a transition period with rapid change in policy, the monitoring of population trends became a high priority concern. Statistical analysis was important in response to legislative proposals and in support of growth projections where resource considerations have critical importance. The Statistical Information unit contributed significantly to a major study of parole administration. This study tracked inmates through the parole release process and measured the time taken to release in relation to minimum sentence dates. Another study reported on the impact of prison diversion policy changes on probation and parole populations.

Ongoing Responsibilities

Through the year, the Bureau of Administrative Services maintained a close working relationship with other Commonwealth agencies, including various

legislative bodies, to ensure the effective implementation and processing of various program requirements and priorities. In addition, the bureau's staff fulfilled many other responsibilities including:

- managing the budgetary and financial functions;
- administering the personnel and labor relations functions;
- producing statistical information, evaluative research, as well as planning and program development research;
- the designing, implementing, and operating of the Board's computerized management information system;
- providing various required services such as procurement, leasing, contractual development, automotive, storeroom, telephone and recycling;
- administering the Integrated Central System operations of the Board which include fiscal, personnel and procurement transactions; and,
- legislative liaison activities.

Darlene E. Zelazny
Executive Assistant
James O. Smith
Director of Staff Development

Office of the Executive Assistant

Planning For New Initiatives

One of the major tasks of the Executive Assistant during 1990 was involvement and planning for new Board initiatives in response to the overcrowding of the state correctional institutions. This entailed attending a number of planning meetings with Chairman Jacobs and Department of Corrections Commissioner Lehman and his staff. The resulting document by the Board and the Department of Corrections was presented to Governor Casey who approved a number of new initiatives. The Executive Assistant then had the responsibility to develop implementation documents for the Board's Special Early Release Program and the Community Parole Center Program. These were prepared in cooperation with staff from the Bureaus of Pre-Parole Services and Supervision. He also worked very closely with Frank Gillis of the Department of Corrections in securing vendors to provide "halfway back" beds for technical parole violators as part of the Community Parole Center Program. Presentations and training on the implementation of these new initiatives were made by the Executive Assistant to the district directors, institutional parole supervisors and the parole agents assigned to these initiatives. In 1991, attention was given to the full implementation of the Community Parole Center Program before turning it over to the Bureau of Supervision for ongoing direction.

Technical Assistance Provided for Production of Board Video

A considerable amount of time during the last half of 1990 was given to the production of the Board video, "The Turning Point." The production of this public relations tool entailed meeting with the producer, Carol Crago, to provide background material about the work of the Board in determining the direction of the video. Having decided to portray the life on parole of one of the Board's clients, the Executive Assistant recommended a client for the video. The next step was convincing the client selected, George Ladika, that he should allow his story to be told to the public. When this was accomplished, the producer and the Executive Assistant reviewed Mr. Ladika's case in detail and discussions were held with Parole Agent Ronald Roland to secure more information about the case.

After it was determined which events would be included in the video, the Executive Assistant began the laborious process of making arrangements for the filming. This entailed making contacts and scheduling dates with Mr. Ladika, Dauphin County Judge Clarence Morrison, the Gaudenzia drug program, the Department of Corrections and particularly staff of the State Correctional Institution at Camp Hill, Board members, Parole Agent Roland and other supervision staff, and institutional parole staff. Several days were spent with the producer and camera crew filming at SCI-Camp Hill, the Harrisburg District Office, Dauphin County Courthouse,

the drug program center, the YMCA, and the Board's Central Office. Additional time was spent throughout the process in reviewing the proposed script with Chairman Jacobs and making needed changes.

With production completed and having viewed the video for the first time, plans were made to have a premiere showing. Arrangements were made to use the luxurious Commonwealth Media Center in the East Wing of the Capitol so the video could be shown on a theater-size screen. At the showing attended by approximately 75 employees and invited guests, copies of the video were distributed to Board members, district directors and institutional parole supervisors for use in Board public relations efforts across the state.

Other Activities

The Executive Assistant served as an accreditation auditor for the American Correctional Association, auditing the Oklahoma Division of Probation and Parole in 1990. After the passage of the Act 114-1990 requiring the Board to pay for drug testing of inmates before release on parole, the Executive Assistant developed the procedures for the use of the Board's drug testing procedures at county prisons. Letters were sent to all county prison wardens and commissioners, informing them of the new procedures. In 1991, the Executive Assistant, with the assistance of James Alibrio, Director of Management Information, conducted a major study of the pre-parole process with the intent of automating more of the paperwork required in that process. The Executive Assistant also taught classes on probation and parole at Kutztown and Lock Haven State Universities, assisted by Parole Agents Joseph Kolar, Reading Sub Office and Henry Hopper, Williamsport District Office.

Ongoing Responsibilities

The Executive Assistant periodically analyzes various program policy and procedure proposals which are submitted to the Chairman for decision making. Studies



(left to right) Staff Specialists Harry Wigder, Bill Murphy, David Withers, and Director of Staff Development James Smith huddle to discuss training needs.

are also made periodically on a variety of subjects to provide needed information for the Chairman. The Executive Assistant also coordinates meetings of the bureau directors, and provides consultative services to other Board staff in such areas as electronic monitoring, grant reporting requirements, accreditation, office automation and word processing. The responsibility of serving as the Board's accreditation manager which the Executive Assistant has had since 1980, was transferred to Robert Reiber, Probation and Parole Staff Specialist, Bureau of Supervision, so more time can be given to the editing of the Board's Manual of Operations and Procedures. As a result, much of the manual was completed in 1991.

The Executive Assistant serves as the public relations and public information officer for the Board. Inquiries from press, television, and radio reporters, and others for information on Board operations and decisions about clients increased considerably in 1990 to over 260 and returned to more normal with 192 in 1991. In addition, news releases were prepared, a monthly newsletter for all employees was prepared and distributed, the 1989 and 1990 Annual Report was prepared (the 1990 report was not published due to restrictions by the administration), and numerous materials were distributed to the Governor's Office, the legislature, various governmental and other agencies, the general public and national organizations.

The Executive Assistant also gives day-to-day oversight to the Division of Staff Development, particularly with its director. Approvals for all employee in-service and out-service training requests are also processed by the Executive Assistant.

Over 170 Staff Development Courses Offered

The Division of Staff Development offered an in-service training curriculum which totaled 92 courses in 1990 and 86 courses in 1991. Of the total 178 courses instructed for both years, 41% were instructed by contracted vendors, 31% were instructed by Division staff, 19% were instructed by Board skill-bank personnel and the remaining 9% came from persons available through other agencies. One such agency, the Office of the Attorney General provided two courses for Board employees: "Clandestine Drug Labs" and "Child Pornography and Child Homicide."

The Board's in-service curriculum is generally divided by subject matter intended for specific professional target groups. For managers, courses offered during 1990 and 1991 included: "Developing Coaching Skills for Managers", "Managing a Diverse Work Force", "Dealing with the Public", "How to Delegate", "Quality Circle Management", and "Supervisors in Transition". In addition to these courses, Board managers are eligible for Office of Administration training programs as well as courses offered by the Division. Highlights of the courses targeted for parole agents included: "Creative Case Planning and Client Intervention", "Advanced Arrest Strategies", "Latest Street Drugs", "Ethical and Philosophical Issues in Criminal Justice", "Forensic Psychiatry", and "Survival Spanish". In an effort to strengthen management concerns for staff safety, an



Board employee Jack Neigenfind puts out a fire with the assistance of fire safety officer Captain John Rowe during a training demonstration.

agency cadre was formed to teach a course on defensive tactics. Under the instruction of Pittsburgh Parole Agent John Leonard, ten skill-bank staff were certified to teach "Pressure Point Control Tactics." These individuals are used as instructors in defensive tactics programs available to state and county probation and parole personnel.

Other skill-bank trainers broadened the scope of the curriculum by teaching such courses as: "Obtaining Effective Mental Health Services," "Women in Criminal Justice" and "New Trends In Evaluating and Treating the Alcoholic." In addition, through an arrangement with Pennsylvania State University, graduate level courses were offered with 27 Board employees participating and 68 county employees.

The influx of new Board parole agents and county probation officers was greater in 1990 and 1991 than the number which could be accommodated by the regular four, ten-day Basic Orientation and Training academies. Therefore, two special basic trainings were added, bringing the total offered to ten during the two year period.

Board Library Expanded

The Board maintains a library at the Board's Central Office, specializing in subjects of particular interest to probation and parole professions. The library, managed by the Division of Staff Development, has been expanded during the last several years to include over 120 videotapes, in addition to 260 books. A television set and VCR has been placed in each of the Board's ten district offices for viewing the videotapes for training staff. Some of these resources and equipment have been made available through a training grant from the Pennsylvania Commission on Crime and Delinquency. A new catalog listing all these resources was distributed this past year and any of the library resources may be borrowed by Board staff and other in-state probation and parole agencies.

Minority Recruitment Efforts Increased

The aggressive recruitment of minorities is a continual process in the Board's selection process of new employees. For the last two years, as part of this effort, the Affirmative Action Officer, along with one of the Board's personnel analysts, participated in a Lincoln University Career Day in conjunction with the State Civil Service Commission. Ms. Ingram also participated in the Commonwealth Job Fair held in Harrisburg, sponsored by the Bureau of Affirmative Action/Contract Compliance and the State Civil Service Commission. A total of 1,070 job seekers were registered at this event in 1990.

Input Provided for Statewide Compliance Form

At the urging of the Board's Affirmative Action Officer and some other agencies, the Bureau of Affirmative Action/Contract Compliance developed a contract compliance review form specifically aimed at county and municipal government. During 1990, Ms. Ingram and Gene Kramer, the Board's Director of Probation Services met with a staff member from Bureau of Affirmative Action/Contract Compliance to provide input into the development of the form. The Board's contribution to this effort was sought because of the many contracts awarded to counties for improvement of adult probation services as part of the Board's Grant-In-Aid Program.

Nondiscrimination Policy Statement Released

During 1991, the Board's Affirmative Action Officer developed a nondiscrimination policy statement, which was signed by the Board's Chairman on November 27, 1991, which prohibits discriminatory behavior towards clients, clients' families and the general public.

Affirmative Action Issues Discussed With Supervision Staff

At one of the regular meetings of the Board's district directors, the Affirmative Action Officer addressed the group on affirmative action issues directly related to their work. Because of the district directors' responsibility for the hiring of new personnel, special attention was given to the preparation of the "hiring packages" required as part of that process.

The Affirmative Action Officer also attended staff meetings at the Philadelphia, Chester, and Williamsport District Offices, to share information with staff on the Commonwealth's and the Board's Affirmative Action Program. She also visited the Reading Sub-Office to review adherence to Affirmative Action procedures.

Increased Hiring Accelerates AAO Efforts

Because of increased hiring of new employees during 1990, the Affirmative Action Officer's workload increased

correspondingly due to her responsibility of reviewing all recommendation packages on new hires, promotions, transfers, etc. This exacting review process is done to assure that minorities and females have been considered in an equitable manner based on knowledge, skills and abilities, and not on any characteristics or other information that does not have a direct relationship on the performance of the duties of the position for which the individual is being considered. All managers and supervisors are held accountable for the packages they submit and the Affirmative Action Officer confers with any managers/supervisors whose packages and/or recommendations are not in compliance with the established standards. This review by the Affirmative Action Officer, with any necessary recommendations regarding any inequities, are then forwarded to the Chairman for action.

Ongoing Responsibilities

The Affirmative Action Officer provides numerous services for the Board on an ongoing basis. These responsibilities include:

- preparation of agency's Affirmative Action/Contract Compliance Plans and progress reports with input from the bureau directors and executive assistant;
- regular attendance at meetings of affirmative action and contract compliance officers from various agencies;
- completed the Bureau of Affirmative Action/Contract Compliance on-site audit of the Board's compliance with standards related to the proper monitoring of contractor's equal employment practices;
- attendance at Board meetings, bureau directors' meetings, staff meetings, etc., to share information on the Affirmative Action Program, advise managers and supervisors of their responsibility to the program and ensure that agency practices, procedures, and policies are established in a non-discriminatory manner to assure equal employment opportunity for all; and
- teaching the "Selection and Interviewing Techniques" course for all new supervisors, with the assistance of one of the Board's personnel analysts.
- formulating program on "Cultural Awareness/Sensitivity" training, with the assistance of one of the Board's staff development specialists.

During calendar year 1990, the Affirmative Action Officer also attended a three-day conference for affirmative action officers sponsored by Region III of the American Association for Affirmative Action and participated in the Board's orientation program for new employees.

EEO Policy Statement

AFFIRMATIVE ACTION/EQUAL EMPLOYMENT OPPORTUNITY

The Pennsylvania Board of Probation and Parole hereby states its firm policy to the commitment of equal employment opportunity for all persons without regard to race, color, religious creed, lifestyle, handicap, ancestry, national origin, union membership, age, sex, AIDS or HIV infection.

The commitment to equal employment opportunity shall prevail in all employment practices including recruiting, interviewing, hiring, promoting and training. All matters affecting pay, benefits, transfers, furloughs, education, tuition assistance and social and recreational programs shall be administered consistent with the strategies, goals and timetables of the Affirmative Action Plan, and with the spirit and intent of state and federal laws governing equal opportunity.

Every Administrator, Manager and Supervisor shall: participate in Affirmative Action implementation, planning and monitoring to assure that successful performance of goals will provide benefits to the agency through greater use and development of previously underutilized human resources; and, insure that every work site of this Board is free of discrimination, sexual harassment, or any harassment of the employees of this agency. Management's performance relating to the success of the Affirmative Action Plan will be evaluated in the same manner as other agency objectives are measured.

The agency shall not discriminate on the basis of handicap (pursuant to Sections 503 and 504 of the Federal Rehabilitation Act of 1973) in the opportunity to participate in, or benefit from, any aid, benefit, or service provided by the agency, nor does it provide services to the handicapped that are not equal to that afforded others, as regards opportunity to obtain the same result, to gain the same benefit, and to gain the same level of achievement. In offering employment and promotions to handicapped persons (which includes individuals and state employees with AIDS or HIV infection), the agency assures that no reductions in compensation will result because of disability income or other benefits. No service provided to the handicapped shall be separate or different from those afforded others, except where such differences are necessary to bring about a benefit for the handicapped participant equal to that of others, in terms of providing reasonable accommodation for the mental and physical limitations of an applicant or employee. All facilities and physical structures of the Board shall be free from physical barriers which cause inaccessibility to, or unusability by, handicapped persons, as defined in Section 504, and any subsequent regulations.

LeDelle Ingram, Affirmative Action Officer for the Board is authorized to carry out the responsibilities of the Affirmative Action Office, assisted by the Personnel Division. If any employee has suggestions, problems, complaints, or questions, with regard to equal employment opportunity/affirmative action, please feel free to contact the Affirmative Action Officer, Room 308, Box 1661, Harrisburg, PA 17105-1661.

This is the adopted policy on Equal Employment Opportunity/Affirmative Action/Affirmative Action for the Handicapped, of the Pennsylvania Board of Probation and Parole, and all responsible staff are expected to adhere to these mandates. Programs and non-compliance reports shall be frequently monitored to insure that all persons are adherent to this policy. Non-compliance with this policy shall be directed to Fred W. Jacobs, Chairman, who is responsible for insuring effective and proper implementation of equal employment opportunities within this agency.

FOR THE BOARD



Fred W. Jacobs, Chairman
September 4, 1991

THE PENNSYLVANIA BOARD OF PROBATION AND PAROLE IS AN EQUAL OPPORTUNITY EMPLOYER

1990 Employee Recognitions

We are pleased to recognize a number of the Board employees who have retired or received service awards during 1990. The retirement years noted are total years of service with the Commonwealth of Pennsylvania. The service awards are based on years of service with the Board.

RETIREMENTS ...

Leon Lawrence, Deputy District Director
Philadelphia District Office
January 12: 29 years, 7 1/2 months

Ralph J. Hess, Parole Agent 2
Altoona District Office
January 26: 33 years, 10 months

Frank P. Kroboth, Parole Supervisor
Allentown District Office
January 26: 20 years, 4 months

Connie M. Canfield, Secretarial Supervisor 2
Erie District Office
February 20: 31 years, 5 months

Robert Mayhew, Parole Agent 2
Butler District Office
March 23: 22 years 8 1/2 months

Charlotte Turner, Parole Agent 2
SCI-Graterford
April 6: 12 years, 7 1/2 months

Francis E. Donnelly, Parole Agent 2
SCI-Rockview
June 29: 25 years, 4 months

Gerald W. Bush, Clerk Typist 2
Philadelphia District Office
July 30: 15 years

Charles J. McKeown, Parole Agent 2
SCI-Dallas
August 10: 30 years, 7 months

Michael L. Trachtenberg, Parole Supervisor
Philadelphia District Office
September 21: 28 years, 8 months

Steven S. Nisenfeld, Parole Agent 2
Cedar Sub-Office (Philadelphia)
September 21: 15 years

Joy A. Baker, Parole Supervisor
Philadelphia District Office
November 2: 29 years, 3 months

Andrew Shepta, Parole Supervisor
Philadelphia County Prison
December 28: 35 years, 1 month

SERVICE AWARDS ...

35 YEARS

Andrew Shepta
Parole Supervisor
Philadelphia County Prison

30 YEARS

Murielle Allison
Parole Hearing Officer
Philadelphia Hearing Office

James N. Heil
Parole Supervisor
Reading Sub-Office

Robert A. Largent
Director of Interstate Services
Bureau of Supervision, Central Office

25 YEARS

Louis I. Gorski
Probation & Parole District Director 2
Pittsburgh District Office

Jewett E. Hayes
Parole Supervisor
Pittsburgh District Office

Nancy J. Rounsaville
Clerk Typist 3
Allentown District Office

Hermann Tartler
Board Secretary
Central Office

20 YEARS

Michael P. Alterman
Parole Supervisor
Norristown Sub-Office (Allentown)

Ernest P. Bristol
Parole Agent 2
SCI-Pittsburgh

Encil B. DeBolt
Parole Supervisor
Chester District Office

Robert J. Dickey
Parole Supervisor
SCI-Pittsburgh

Leon D. Dingle
Parole Agent 2
Philadelphia District Office

Lawrence E. Dougherty
Parole Agent 2
Philadelphia District Office

David R. Flick
Parole Hearing Officer
Pittsburgh Hearing Office

Marlin F. Foulds
Probation & Parole Staff Specialist 1
Bureau of Supervision, Central Office

Vincent A. Gilhool
Parole Agent 2
Special Intensive Drug Center
(Philadelphia)

Samuel E. Gordon
Parole Supervisor
SCI-Huntingdon

Stephen J. Griffin
Parole Agent 2
Tioga Sub-Office

William M. Haslego
Parole Agent 2
Chester Institutional Unit

Henry J. Hopper
Parole Agent 2
Williamsport D.O.

Allie M. Knight
Clerk Typist 3
Cedar Sub-Office (Philadelphia)

Karl A. Malessa
Parole Agent 2
Haddington Sub-Office (Philadelphia)

Charles J. McKeown
Parole Agent 2
SCI-Dallas

Barbara J. Moore
Clerk Typist 3
Tioga Sub-Office (Philadelphia)

William J. Neumann
Parole Agent 2
Chester District Office

Emma J. Noble
Clerk Typist 3
Philadelphia District Office

Olga Oleksyn
Clerical Supervisor 2
Philadelphia Hearing Office

Harry E. Strickler
Parole Agent 2
Philadelphia District Office

Ronald R. Uram
Parole Agent 2
Butler District Office

Gilbert J. Wargo
Parole Agent 2
Pittsburgh District Office

James R. Young
Parole Agent 2
Altoona District Office

15 YEARS

Syed H. Ali
Probation & Parole Staff Specialist 1
Bureau of Pre-Parole Services,
Central Office

James J. Alibrio
Director
Management Information
Bureau of Administrative Services,
Central Office

Gerald W. Bush
Clerk Typist 2
Philadelphia District Office

Doris A. Douglas
Clerk Typist 2
Haddington Sub-Office (Philadelphia)

Dennis A. Durka
Parole Agent 2
Greensburg Sub-Office (Pittsburgh)

Bernice Gumby
Computer Operator 2
Management Information
Bureau of Administrative Services,
Central Office

Ellen M. Hesske
Clerk Typist 2
Philadelphia District Office

Dora L. Heverly
Institutional Parole Assistant
SCI-Rockview

George W. Johnson
Parole Agent 2
Altoona District Office

Willie E. Jones, Jr.
Parole Agent 2
Norristown Sub-Office

Harold R. Krause
Parole Agent 2
Pittsburgh District Office

John C. Leonard
Parole Agent 2
Pittsburgh District Office

Kathy L. Little
Clerk Stenographer 3
Greensburg Sub-Office (Pittsburgh)

Michael J. Mauger
Parole Agent 2
Reading Sub-Office (Allentown)

Alexander B. McLuckie
Human Services Aide
East End Sub-Office (Pittsburgh)

Ivy A. Moore
Human Services Aide
Pittsburgh District Office

Laurence M. Mundro
Parole Supervisor
Scranton District Office

Brian D. Phillips
Parole Agent 2
Allentown District Office

Roberta M. Phoenix
Administrative Assistant 2
Office Services Division
Bureau of Administrative Services,
Central Office

David G. Withers
Probation & Parole Staff Development
Specialist
Executive Bureau, Central Office

10 YEARS

Connie R. Gargiulo
Personnel Analyst 2
Executive Bureau, Central Office

Brenda J. Powell
Clerk Typist 2
Philadelphia Hearing Office

IN MEMORIA ... Cecelia H. Davis, Clerk Steno 3, Bureau of Pre-Parole Services, Central Office, died at home on August 10 after an extended illness. Ceil, who would have been 77 on August 30, was the oldest Board employee at the time of her death. She had completed 24 years, 7-1/2 months of service, providing clerical support to the Board Secretary and Board members.

1991 Employee Recognitions

We are pleased to recognize a number of the Board employees who have retired or received service awards during 1991. The retirement years noted are total years of service with the Commonwealth of Pennsylvania. The service awards are based on years of service with the Board.

RETIREMENTS ...

Francis J. O'Connell, Parole Supervisor
Allentown District Office
February 8: 27 years, 6 months

Michael P. Alterman, Parole Supervisor
Norristown Sub-Office (Allentown)
February 22: 20 years, 2 months

Leon D. Dingle, Parole Agent 2
Tioga Sub-Office (Philadelphia)
March 22: 19 years, 5 months

Horace J. Flynn, Clerk 2
Bureau of Pre-Parole Services, Central Office
May 3: 6 years, 5 months

Stanley Ferrar, Parole Agent 2
Chester District Office
May 7: 15 years, 1 month

Jack L. Manual, Parole Supervisor
Rochester Sub-Office (Butler)
May 17: 23 years, 11 months

James N. Heil, Parole Supervisor
Reading Sub-Office (Allentown)
May 31: 30 years, 11 months

James M. California, Parole Agent 2
Greensburg Sub-Office (Pittsburgh)
May 31: 22 years, 8 months

Nancy J. Garman, Clerk Typist 2
Bureau of Pre-Parole Services, Central Office
June 18: 10 years, 6 months

Beverly J. Eisenberger, Clerk Stenographer 3
Bureau of Pre-Parole Services, Central Office
June 28: 40 years

William H. Traister, Director
Pre-Parole Analysis and Records Maintenance
Bureau of Pre-Parole Services, Central Office
June 28: 33 years, 2 months

Elizabeth Z. Snively, Clerk Stenographer 3
Bureau of Pre-Parole Services, Central Office
June 28: 28 years, 6 months

Alva J. Meader, Executive Secretary 2
Office of the Chairman, Central Office
June 28: 27 years, 6 months

Gene E. Kramer, Director
Probation Services, Central Office
June 28: 26 years, 6 months

Encil B. DeBolt, Parole Supervisor
Chester District Office
June 28: 21 years, 3 months

Joseph L. Caracci, Parole Agent 2
Norristown Sub-Office (Allentown)
August 16: 33 years, 4 months

James E. Jackson, District Director 1
Harrisburg District Office
September 20: 26 years, 7 months

Jewett E. Hayes, Parole Supervisor
Pittsburgh District Office
October 4: 32 years, 5 months

Murray R. Cohn, District Director 1
Butler District Office
October 4: 25 years, 3 months

William L. Gamble, Parole Investigator
Butler District Office
October 4: 19 years, 6 months

Virginia E. Hudgins, Secretarial Supervisor 2
Chester District Office
December 13: 23 years, 4 months

Nora E. Kerbert, Clerical Supervisor 2
Pittsburgh District Office
December 27: 44 years, 6 months

Marjorie E. Ickes, Clerk Stenographer 2
Altoona District Office
December 27: 32 years, 3 months

Orlando S. Zaccagni, Parole Agent 2
Altoona District Office
December 27: 31 years

Joseph K. Snare, Parole Supervisor
Pittsburgh District Office
December 27: 29 years, 1 month

Louis I. Gorski, District Director 2
Pittsburgh District Office
December 27: 26 years, 6 months

Edwin C. Pluskey, Parole Agent 2
Pittsburgh District Office
December 27: 26 years, 5 months

Hermann Tartler, Board Secretary
and Director of Pre-Parole Services
Bureau of Pre-Parole Services, Central Office
December 27: 26 years, 5 months

Harold K. Hunter, Jr., Parole Agent 2
Philadelphia District Office
December 27: 25 years, 3 months

Paul C. Randolph, Parole Agent 2
Allentown District Office
December 27: 23 years, 11 months

Joseph M. Long, Executive Assistant
Executive Bureau, Central Office
December 27: 20 years, 4 months

Margaret Hallowell, Clerk Typist 2
Norristown Sub-Office (Allentown)
December 27: 19 years, 3 months

Walter G. Scheipe, Board Member
Executive Bureau, Central Office
December 27: 15 years

John R. McCool, Director of Administrative Services
Bureau of Administrative Services, Central Office
December 31: 35 years, 8 months

Franklin A. Eckert, Parole Agent 2
Harrisburg District Office
December 31: 30 years, 4 months

Mario A. Chaple, Parole Agent 2
Philadelphia District Office
December 31: 26 years, 7 months

Neal D. Wragg, Parole Agent 2
Tioga Sub-Office (Philadelphia)
December 31: 26 years, 7 months

Harry A. Tallon, Parole Agent 2
Rochester Sub-Office (Butler)
December 31: 19 years, 9 months

SERVICE AWARDS ...

35 YEARS

Dolores G. Bartell
Secretarial Supervisor 2
Pittsburgh District Office

30 YEARS

Donald R. Green
Parole Supervisor
Greensburg Sub-Office (Pittsburgh)

William H. Traister
Director of Pre-Parole Analysis and
Records Maintenance
Bureau of Pre-Parole Services,
Central Office

25 YEARS

Harold Hunter, Jr.
Parole Agent 2
Philadelphia District Office

Bonnie C. Kingsborough
Clerical Supervisor 1
Bureau of Pre-Parole Services,
Central Office

James M. McCoy
Parole Supervisor
Pittsburgh District Office

Jacquelyn D. Poole
Clerk 3
Philadelphia District Office

Robert A. Ricketts
Parole Supervisor
SCI-Rockview

20 YEARS

John F. Anthony
Parole Agent 2
SCI-Graterford

Joseph W. Bednarczyk
Parole Agent 2
Allentown District Office

Ralph S. Bigley
Parole Hearing Officer
Norristown Hearing Office (Allentown)

Iris F. Bowers
Legal Assistant 2
Office of Chief Counsel, Central Office

Shirley A. Boyer-Comiskey
Pre-Parole Staff Technician
Office of Interstate Services, Central Office

William W. Bradford
Parole Agent 2
SCI-Pittsburgh

Ronald E. Copenhaver
Adult Probation Services Advisor
Bureau of Probation Services,
Central Office

Joseph E. Davis
Parole Hearing Officer
Philadelphia Hearing Office

John G. Engle, Jr.
Hearing Officer
Williamsport Hearing Office

Linwood Fielder, Sr.
Probation and Parole Staff Specialist 1
Bureau of Supervision, Central Office

Norman E. Goetz
Parole Agent 2
Altoona District Office

Stuart A. Greenberg
Parole Supervisor
Philadelphia District Office

Robert A. Greevy
Chief Counsel 2
Central Office

James R. Heisman
Parole Supervisor
Kensington Sub-Office (Philadelphia)

Fred W. Jacobs
Chairman
Central Office

James L. Kalp
Parole Agent 2
SCI-Waymart

SERVICE AWARDS ... (continued)

20 YEARS

Harry B. Leech
Parole Agent 2
Pittsburgh District Office

Joseph M. Long
Executive Assistant
Executive Bureau, Central Office

Kathleen K. Roberts
Clerk Stenographer 3
Bureau of Pre-Parole Services,
Central Office

James M. Robinson
Deputy District Director
Pittsburgh District Office

Mary W. Sheehan
Clerk Stenographer 3
Bureau of Supervision, Central Office

James O. Smith
Director of Probation & Parole Staff
Development
Executive Bureau, Central Office

Mary Ann Stewart
Board Member
Central Office

George A. Sullivan
Statistical Analyst 3
Bureau of Administrative Services,
Central Office

Richard J. Tamagno
Parole Agent 2
Williamsport District Office

Vicki D. Weisel
Parole Supervisor
Allentown Institutional Unit

Harry A. Wigder
Probation & Parole Staff Development
Specialist
Executive Bureau, Pittsburgh District Office

Robert E. Yerger
Director of Personnel
Bureau of Administrative Services,
Central Office

Hugh J. Young
Parole Agent 2
Philadelphia District Office

Iris E. Zawitski
Parole Investigator
Scranton District Office

15 YEARS

George L. Christman
Clerical Supervisor 2
Allentown District Office

Stanley Ferrar
Parole Agent 2
Chester District Office

Joyce E. Gambrell
Parole Agent 2
Philadelphia District Office

Charles C. Hartman
Purchasing Agent 1
Bureau of Administrative Services,
Central Office

Lou Ann Hartwiger
Secretarial Supervisor 2
Williamsport District Office

Ronald D. Hess
Parole Agent 2
Scranton District Office

Richard D. Levin
Parole Agent 2
Reading Sub-Office (Allentown)

James G. Newton
Parole Supervisor
Special Intensive Drug Center
(Philadelphia)

Richard C. Rowe
Parole Agent 2
Mercer Sub-Office (Erie)

Heriberto Sanchez
Parole Agent 2
Philadelphia District Office

David A. Schlemmer
Parole Agent 2
Butler District Office

Charles W. Whittaker
Parole Agent 2
Philadelphia District Office

Benita Witherspoon-Edwards
Parole Supervisor
Pittsburgh District Office

10 YEARS

Alan A. Cuda
Parole Agent 2
East End Sub-Office (Pittsburgh)

Nancy J. Garman
Clerk Typist 2
Bureau of Pre-Parole Services,
Central Office

Brenda J. Harvey
Clerk Typist 3
Scranton District Office

Edward B. Lauth
Parole Agent 2
Pittsburgh District Office

Walter G. Scheipe
Board Member
Central Office

Judith B. Selvey
Clerk Typist 2
Bureau of Pre-Parole Services,
Central Office

Robert Taylor
Parole Agent 2
Scranton District Office

Joel W. Townsend
Parole Agent 2
York Sub-Office (Harrisburg)

James R. Wagner
Parole Agent 2
Pittsburgh District Office

FINANCIAL SUMMARIES

EXPENDITURES BY STATE APPROPRIATION

Fiscal Year 1989-1990

GENERAL GOVERNMENT OPERATIONS	
General Appropriation	\$25,218,211
Augmentations	10,865
Federal Funds	617,333
Total Expenditures	\$25,846,409
Personnel Expenditures	\$22,303,810
Operational Expenditure	3,433,145
Fixed Asset Expenditures	109,454
Total Expenditures	\$25,846,409
DRUG OFFENDERS WORK PROGRAM (General Appropriation Only)	
Personnel Expenditures	\$ 28,569
Operational Expenditures	11,117
Fixed Asset Expenditures	13,029
Total Expenditures	\$ 52,715
INTENSIVE DRUG PAROLE UNITS (PENNFREE) (General Appropriation Only)	
Personnel Expenditures	\$ 85,366
Operational Expenditures	649
Fixed Asset Expenditures	16,278
Total Expenditures	\$ 102,293
GRANTS AND SUBSIDIES FUNDS ADMINISTERED BY THE BOARD (Improvement of County Adult Probation Services)	
General Appropriation	\$ 7,646,994*
Federal Funds	—
PENNFREE Appropriation	399,483
Total Expenditures	\$ 8,046,477

Fiscal Year 1990-1991

GENERAL GOVERNMENT OPERATIONS	
General Appropriation	\$27,095,460
Augmentations	—
Federal Funds	444,946
Total Expenditures	\$27,540,406
Personnel Expenditures	\$24,086,496
Operational Expenditure	3,419,776
Fixed Asset Expenditures	34,134
Total Expenditures	\$27,540,406
DRUG OFFENDERS WORK PROGRAM (General Appropriation Only)	
Personnel Expenditures	\$ 122,318
Operational Expenditures	28,000
Fixed Asset Expenditures	1,682
Total Expenditures	\$ 152,000
INTENSIVE DRUG PAROLE UNITS (PENNFREE) (General Appropriation Only)	
Personnel Expenditures	\$ 531,707
Operational Expenditures	178,000
Fixed Asset Expenditures	131,187
Total Expenditures	\$ 840,894
GRANTS AND SUBSIDIES FUNDS ADMINISTERED BY THE BOARD (Improvement of County Adult Probation Services)	
General Appropriation	\$16,928,393
Federal Funds	1,357,000
PENNFREE Appropriation	469,517
Total Expenditures	\$18,754,910

FEDERAL GRANTS AWARDED TO THE BOARD

Fiscal Year 1989-1990

Agency	Amount	No.
Narcotics Control Assistance Program ..	\$714,000	5
Justice Assistance Act	27,000	1
Totals	\$741,000	6

Fiscal Year 1990-1991

Agency	Amount	No.
Drug Control and Systems Improvement Program	\$1,665,000	3
Total	\$1,665,000	3

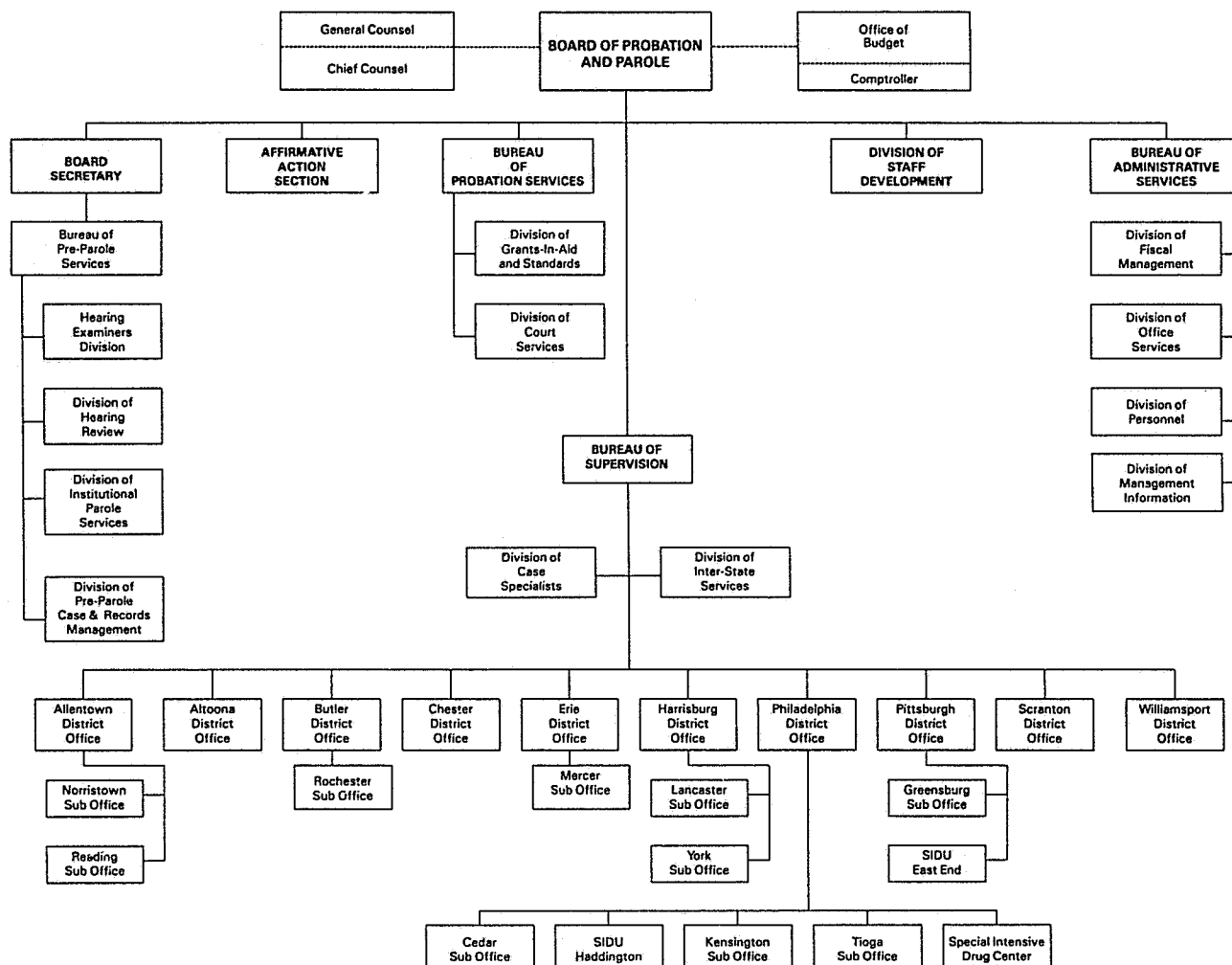
STATE FUNDS

Fiscal Year	General Government	Drug Offenders Work Program	Intensive Drug Parole Units	Improvement of County Adult Probation Services	Total
1983-1984	\$17,586,531	—	—	\$ 3,084,574	\$20,671,105
1984-1985	18,631,484	—	—	3,235,531	21,867,015
1985-1986	19,475,072	—	—	6,999,999	26,475,071
1986-1987	19,970,370	—	—	10,044,223	30,014,593
1987-1988	21,694,436	—	—	13,424,628	35,119,064
1988-1989	23,710,455	—	—	14,196,689	37,907,144
1989-1990	25,229,076	\$ 52,715	\$102,293	8,046,477*	33,430,561
1990-1991	27,095,460	152,000	840,894	17,397,910	45,486,264

*In 1989-90, funding for the Improvement of County Adult Probation Services Program was switched from a calendar year basis to a State fiscal year basis, and the appropriated/expended amount was subsequently reduced by over \$7.5 million.

ORGANIZATIONAL CHART

BOARD OF PROBATION AND PAROLE ORGANIZATIONAL CHART



The statistical tables which follow have been developed to provide comprehensive information on the operations and program performance of the Pennsylvania Board of Probation and Parole. The totals are designed to give a perspective on work outputs, program effectiveness, and trends regarding the technical functions and processes of the Board's services. The program statistics that follow contain 1990-91 data. Since this is a two-year document, 1989-90 fiscal year data is available upon request. Contact the Division of Management Information at P.O. Box 1661, Harrisburg, PA 17105-1661, (717)787-5988, for additional information or questions concerning these tables.

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A. PAROLE DECISION MAKING

Board decision making encompasses three general types of decisions: parole decisions, revocation decisions, and supervision decisions. **Table 1** provides a breakdown of Board case decisions in terms of the actions taken, i.e., the type of decision rendered. Total Board actions for Fiscal Year 1990-91 were 22,528. In addition, there were 3,356 special probation/parole cases assigned by the courts and accepted by the Board for supervision. Included in the 3,356 cases were 440 Accelerated Rehabilitation Disposition (ARD) and Probation Without Verdict (PWV) cases. These cases are probation options available to the first time offender.

TABLE 1
CASE DECISIONS BY TYPE OF BOARD ACTIONS

	1990		1991		FY 1990-91 Total
	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	
Parole Granted	1,424	1,369	1,680	1,544	6,017
Street					
Detainer	178	197	246	252	873
Parole Refused	596	501	499	468	2,064
Continued Cases	246	190	203	211	850
Recommitment:					
TPV & reparole date set (2 decisions)	358	228	236	314	1,136
Street					
Detainer	0	2	2	0	4
CPV & reparole date set (2 decisions)	60	76	62	44	242
Street					
Detainer	100	62	78	146	386
CPV & TPV and reparole date set (3 decisions)	93	45	45	42	225
Street					
Detainer	84	39	45	30	198
TPV unexpired term	33	12	23	19	87
CPV unexpired term	23	14	12	12	61
CPV and TPV unexpired term (2 decisions)	14	6	6	14	40
Refer to Recommitment:					
Reparole Date set (2 decisions)	186	156	178	258	778
Street					
Detainer	158	92	108	142	500
Unexpired Term	54	43	44	41	182
Recommit when available:	101	130	154	161	546
TPV					
CPV	77	60	69	95	301
CPV & TPV (2 decisions)	84	60	58	44	246
Detained Pending Criminal Charges	287	274	298	354	1,213
Return as a TPV — Pennsylvania Interstate Compact	2	10	1	2	15
Return as a CPV — Pennsylvania Interstate Compact	4	2	1	0	7
Return as a CPV & TPV — Pennsylvania Interstate Compact (2 decisions)	6	8	2	4	20
Declare Delinquent	213	251	248	287	999
Declare Delinquent for Control Purposes	21	24	20	17	82
Continue on Parole	341	329	449	414	1,533
Case Closed	131	143	401	336	1,011
Final Discharges	0	0	0	0	0
Recommendations for Special Commutation	11	7	13	8	39
Miscellaneous Cases	746	649	761	717	2,873
TOTAL BOARD ACTIONS	5,631	4,979	5,942	5,976	22,528
Special Probation and Parole Cases	844	839	902	771	3,356
Subset ARD and PWV	113	95	173	59	440
TOTAL BOARD DECISIONS	6,475	5,818	6,844	6,747	25,884

A definition of each Board action listed in Table 1 is shown below.

Parole Granted refers to those clients who were interviewed by the Board at the expiration of or beyond their minimum sentence and were released to parole supervision or re-entered to serve a detainer sentence.

Parole Refused refers to those clients who were interviewed by the Board at the expiration of or beyond their minimum sentence and were denied release with a date set for a subsequent review.

Continued Cases refers to clients continued because parole plans were incomplete or additional information was necessary before a final decision could be made.

Board Action to Recommit to Prison (TPV) refers to clients who were recommitted to prison for violating the Conditions Governing Parole/Reparole.

Board Action to Recommit to Prison (CPV) refers to clients who were recommitted to prison for committing a new crime while on parole or reparole.

Board Action to Recommit to Prison (CPV and TPV) refers to clients who were recommitted to prison for violating the Conditions Governing Parole/Reparole, and also recommitted to prison for committing a new crime while on parole or reparole.

Refer to Recommitment requires previous Board Action(s) be supplemented or finalized by the current Board action.

Recommit when Available refers to clients who receive a recommitment action by the Board, but have charges or sentencing pending, or time is being served for a new sentence first.

Detain Pending Disposition of Criminal Charges refers to clients who were detained in prison awaiting the final disposition of criminal charges.

Return from Parole refers to clients who were in technical or criminal violation status in another state and were ordered returned from parole by Board action.

Declared Delinquent refers to clients whose whereabouts are unknown and warrants were issued for their arrest.

Delinquent for Control Purposes refers to clients who have criminal charges pending and whose maximums are about to expire or have already expired, in order to provide administrative control pending final disposition of charges and further Board action.

Continue on Parole refers to clients continued in parole status after having been arrested for technical or criminal charges.

Case Closed refers to clients for whom the Board took action to close interest where a new arrest or conviction occurs near the clients maximum expiration date, and circumstances do not warrant recommitment; or because of a delinquency status at or beyond the client's maximum expiration date where there is

no evidence of criminal activity; or closed for other appropriate reasons.

Final Discharge refers to clients on indeterminate sentences who were granted final discharge by the Board or discharged for other reasons.

Recommendation for Special Commutation refers to clients supervised by the Board and subsequently recommended for commutation of the maximum sentence to the Governor through the Board of Pardons.

Miscellaneous Cases refers to Board actions taken on cases for miscellaneous reasons, such as, "modify Board action", "no change in status", "withdraw", and "establish a review date".

Table 2 views the Board's quasi-judicial responsibilities in terms of type of activity, rather than type of decision rendered. Both the decision-making process of release from prison and return to prison require a face-to-face review of individual case facts. Hearing examiners employed by the Board conduct a variety of first and second level hearings. Some hearings are a combination of technical and convicted violator proceedings. During FY 1990-91, there were 4,314 hearings conducted by Board members and hearing examiners. Table 2 also illustrates interview activity or meetings held to consider an offender for release. In FY 1990-91, there were 9,442 interviews. Approximately 61% were conducted by hearing examiners.

TABLE 2
TYPES OF HEARINGS AND INTERVIEWS CONDUCTED BY
BOARD MEMBERS AND HEARING EXAMINERS DURING
FISCAL YEAR 1990-91

	Board Members	Hearing Examiners	Total	Percent
Hearings				
Preliminary	566	566	13.1%
Preliminary/Detention	400	400	9.3%
Preliminary/Violation	255	255	5.9%
Violation	1,190	1,190	27.6%
Violation/Detention	131	131	3.0%
Detention	322	322	7.5%
Revocation	692	692	16.0%
Revocation/Violation	230	230	5.3%
Probable Cause Out-of-State	86	86	2.0%
Panel	442	...	442	10.2%
TOTAL HEARINGS	442	3,872	4,314	100.0%
Interviews				
Parole	2,431	4,447	6,878	72.8%
Review	1,147	1,161	2,308	24.4%
Reparole	68	...	68	0.7%
Reparole Review	27	70	97	1.0%
Victim Input	91	91	1.0%
TOTAL INTERVIEWS	3,673	5,769	9,442	100.0%

The following terms are applicable to Table 2.

Hearing refers to activity in the revocation process and those judgments pertaining to alleged violations of parole.

Interview refers to activity in the paroling process and those judgments pertaining to conditional release from prison.

Technical Violator refers to a client who has violated the Conditions Governing Parole/Reparole.

Convicted Violator refers to a client who has been found guilty of violating a law of the Commonwealth.

First Level Hearing determines if there is probable cause to believe that an offender has violated parole.

Second Level Hearing determines if the parolee was guilty of violating parole and is to be recommitted to prison.

Preliminary Hearing refers to the first level hearing for the alleged technical violator.

Violation Hearing refers to the second level hearing for the alleged technical violator.

Detention Hearing refers to the first level hearing for the alleged criminal violator.

Revocation Hearing refers to the second level hearing for the alleged criminal violator.

Panel Hearing refers to the second level hearing for either technical or criminal violators who have not waived their right to judgment by a panel of the Board. A panel consists of one Board member and one hearing examiner, or two Board members.

Parole Interview refers to offenders seeking release from their minimum sentence date.

Reparole Interview refers to offenders seeking release after serving additional time in prison on their original sentence as a parole violator.

Victim Input Interview refers to an interview where a victim or family members provide oral testimony on the continuing nature and extent of any physical, psychological, or emotional harm or trauma suffered by the victim and the continuing effect of the crime upon the victim's family.

Table 3 illustrates that the total number of interviews has increased by 12% during the last year from 8,404 in FY 1989-90 to 9,442 in FY 1990-91. Violation hearings conducted in FY 1990-91 were 4,314. This represents a 7% decrease in the number of hearings conducted since FY 1989-90.

**TABLE 3
TRENDS IN INTERVIEWS AND HEARINGS OVER THE LAST THREE FISCAL YEARS**

Conducted By	Parole Release Interviews					Violation Hearings			
	Parole	Reparole	Review	Victim Input	Total	First Level	Second Level	Panel	Total
Board Members	2,431	68	1,174	. . .	3,673	442	442
Hearing Examiners . .	4,447	. . .	1,231	91	5,769	1,374	2,498	. . .	3,872
TOTALS 1990-91	6,878	68	2,405	91	9,442	1,374	2,498	442	4,314
Board Members	2,910	133	1,616	. . .	4,659	482	482
Hearing Examiners . .	2,767	. . .	897	81	3,745	1,589	2,589	. . .	4,178
TOTALS 1989-90	5,677	133	2,513	81	8,404	1,589	2,589	482	4,660
Board Members	2,689	132	1,659	. . .	4,480	505	505
Hearing Examiners . .	2,037	. . .	806	87	2,930	1,720	2,685	. . .	4,405
TOTALS 1988-89	4,726	132	2,465	87	7,410	1,720	2,685	505	4,910

Tables 4 and 5 provide a geographic distribution of hearings and interviews. **Table 4** provides a breakdown of interviews conducted by the site of the interview. Approximately 71% of the total interviews are held in state correctional institutions, with about 21% conducted in the Graterford and Mercer facilities.

**TABLE 4
PAROLE INTERVIEWS BY INTERVIEW SITE — 1990-91**

Interview Site	Parole		Review		Reparole		Reparole Review		Victim Input		Total Interviews	
	Board	Hearing Examiner	Board	Hearing Examiner	Board	Hearing Examiner	Board	Hearing Examiner	Board	Hearing Examiner	Number	Percent
SCI Camp Hill	0	446	0	197	0	. . .	0	17	. . .	0	660	7.0
SCI Cresson	167	88	93	41	20	. . .	6	11	. . .	0	426	4.5
SCI Dallas	191	80	106	38	19	. . .	3	3	. . .	0	439	4.6
SCI Frackville	243	164	80	53	1	. . .	3	0	. . .	0	544	5.8
SCI Graterford	19	543	13	169	0	. . .	0	2	. . .	0	746	7.9
SCI Greensburg	187	57	82	15	0	. . .	0	1	. . .	0	342	3.6
SCI Huntingdon	133	88	83	69	8	. . .	10	15	. . .	0	406	4.3
SCI Muncy	158	30	56	5	0	. . .	0	2	. . .	0	251	2.7
SCI Pittsburgh	121	113	75	36	11	. . .	3	4	. . .	0	363	3.8
SCI Retreat	228	89	90	6	7	. . .	0	0	. . .	0	420	4.4
SCI Rockview	222	91	175	68	0	. . .	0	0	. . .	0	556	5.9
SCI Smithfield	215	73	75	27	3	. . .	0	7	. . .	0	400	4.2
SCI Waymart	213	66	64	10	0	. . .	2	0	. . .	0	355	3.8
SCI Waynesburg	106	22	6	3	0	. . .	0	1	. . .	0	138	1.5
SRCF Mercer	228	293	149	15	0	. . .	0	0	. . .	0	685	7.3
County Prisons	0	1,347	0	312	0	. . .	0	6	. . .	15	1,680	17.8
Community Service Ctrs.	0	631	0	40	0	. . .	0	0	. . .	0	671	7.1
District Offices	0	61	0	0	0	. . .	0	0	. . .	59	120	1.3
State Hospitals	0	3	0	0	0	. . .	0	0	. . .	0	3	0.0
Treatment Facilities	0	51	0	1	0	. . .	0	0	. . .	0	52	0.6
Other	0	111	0	56	0	. . .	0	1	. . .	17	185	2.0
TOTALS	2,431	4,447	1,147	1,161	68	. . .	27	70	. . .	91	9,442	100.0

Table 5 details the county in which 3,872 hearings were held by hearing examiners in FY 1990-91, and are crosstabulated by the type of hearing conducted. Full Board hearings are conducted in state correctional institutions.

TABLE 5
HEARINGS HELD BY HEARING EXAMINERS — 1990-91

County	Preliminary	Preliminary/ Detention	Preliminary/ Violation	Violation	Violation/ Detention	Detention	Revocation	Revocation/ Violation	Probable Cause Out-of-State	Total
Adams	0	0	0	0	0	1	5	0	3	9
Allegheny	53	1	99	48	9	23	53	15	4	305
Armstrong	0	0	0	1	0	0	1	0	0	2
Beaver	3	2	4	3	0	4	4	1	0	21
Bedford	2	0	0	0	0	0	1	0	0	3
Berks	4	7	21	3	20	27	4	1	7	94
Blair	1	0	7	6	0	1	8	0	4	27
Bradford	0	1	0	3	0	0	1	0	3	8
Bucks	3	14	0	23	5	0	48	8	2	103
Butler	1	0	3	0	0	2	1	0	0	7
Cambria	5	0	2	8	0	1	21	4	2	43
Cameron	0	0	0	0	0	0	0	0	0	0
Carbon	4	2	0	4	4	0	3	0	0	17
Centre	1	0	0	3	0	0	25	6	1	36
Chester	7	15	0	23	2	4	10	7	1	69
Clarion	0	0	0	0	0	0	1	1	0	2
Clearfield	2	1	0	4	0	0	3	0	1	11
Clinton	2	0	0	3	0	0	1	0	0	6
Columbia	1	0	0	10	0	0	4	1	0	16
Crawford	6	0	6	2	1	1	1	3	1	21
Cumberland	5	1	0	8	2	1	38	3	0	58
Dauphin	16	12	3	39	6	21	13	4	5	119
Delaware	7	26	1	30	3	16	27	14	1	125
Elk	0	0	0	0	0	0	1	0	0	1
Erie	30	2	21	12	0	8	7	3	1	84
Fayette	2	0	0	3	0	3	0	0	0	8
Forest	0	0	0	1	0	0	0	0	0	1
Franklin	1	2	0	7	0	6	1	0	0	17
Fulton	0	0	0	0	0	0	0	0	0	0
Greene	0	0	1	0	0	0	0	0	0	1
Huntingdon	1	0	0	3	1	0	12	3	0	20
Indiana	1	0	1	1	0	1	0	1	0	5
Jefferson	1	0	1	1	0	1	1	0	0	5
Juniata	2	0	0	4	0	0	1	1	0	8
Lackawanna	9	1	1	34	3	0	14	3	8	73
Lancaster	15	6	18	6	9	23	5	1	2	85
Lawrence	1	0	2	0	1	2	7	0	0	13
Lebanon	9	7	8	12	2	2	6	2	1	49
Lehigh	7	9	0	27	3	1	11	1	5	64
Luzerne	14	4	1	37	2	0	39	11	5	113
Lycoming	12	0	0	28	1	1	25	6	0	73
McKean	2	0	4	0	0	0	3	0	0	9
Mercer	9	0	19	28	1	2	18	5	0	82
Mifflin	0	0	0	3	0	0	0	0	0	3
Monroe	2	1	0	4	0	0	2	0	4	13
Montgomery	280	142	4	576	28	84	133	80	6	1,333
Montour	0	0	0	0	0	0	0	0	0	0
Northampton	5	5	0	16	2	2	10	4	2	46
Northumberland	4	0	0	18	0	2	11	0	0	35
Perry	3	0	0	1	0	0	0	0	0	4
Philadelphia	14	132	0	104	20	57	41	31	6	405
Pike	0	0	0	0	0	0	0	0	0	0
Potter	0	0	0	1	0	0	0	0	1	2
Schuylkill	2	1	0	8	0	8	14	3	0	36
Snyder	1	0	0	5	0	1	1	0	0	8
Somerset	0	0	0	1	0	2	5	1	0	9
Sullivan	0	0	0	0	0	0	0	0	0	0
Susquehanna	0	0	0	1	0	0	0	1	0	2
Tioga	0	0	0	1	0	1	3	0	1	6
Union	1	0	0	2	0	2	0	0	0	5
Venango	0	0	1	0	0	0	3	0	2	6
Warren	4	0	2	4	0	1	2	0	2	15
Washington	0	0	1	0	1	3	4	1	1	11
Wayne	1	1	0	2	0	0	3	0	0	7
Westmoreland	6	0	8	7	0	1	25	2	1	50
Wyoming	0	0	0	4	0	0	1	0	1	6
York	4	5	16	7	5	6	10	2	2	57
TOTALS	566	400	255	1,190	131	322	692	230	86	3,872

Table 6 demonstrates that there were 8,954 inmates considered for parole in FY 1990-91. Approximately 72% of the inmates who were considered, were from state correctional institutions.

**TABLE 6
INMATES CONSIDERED FOR PAROLE
BY STATE CORRECTIONAL INSTITUTION FOR
FISCAL YEAR 1990-91**

Institution	Parole Considerations	
	Number	Percent
State Correctional Institutions:		
Camp Hill	624	7.0
Cresson	422	4.7
Dallas	428	4.8
Frackville	543	6.1
Graterford	703	7.9
Greensburg	335	3.7
Huntingdon	340	3.8
Muncy	237	2.6
Pittsburgh	347	3.9
Retreat	432	4.8
Rockview	520	5.8
Smithfield	363	4.1
Waymart	358	4.0
Waynesburg	148	1.7
Mercer Correctional Facility	685	7.7
Community Correction Centers	674	7.5
County Prisons	1,795	20.0
Total Inmates Considered	8,954	100.0

Table 7 indicates that within FY 1990-91, 6,890 or 77% of the 8,954 inmates were granted parole by Board action. Of the total considered for parole at minimum sentence date, 79% were granted parole. The group of subsequent reviews refers to cases denied parole at minimum sentence date for specific reasons. Most of these cases are usually reviewed for release within 12 months. The number of inmates granted parole by Board action and the number of inmates actually released to street supervision differ. An inmate granted parole by Board action within a particular month is not necessarily released within the same month. In addition, paroling actions can be rescinded for various reasons, or an inmate can be paroled to serve a detainer sentence.

**TABLE 7
TOTAL INMATES CONSIDERED FOR
PAROLE OVER FOUR FISCAL YEARS**

Fiscal Year	Parole Considerations			Paroles Granted					
	At Minimum	Subsequent Review	Total Considered	At Minimum		Subsequent Review		Total Granted	
				No.	%	No.	%	No.	%
1987-88	4,592	1,560	6,152	3,274	71%	911	58%	4,185	68%
1988-89	4,754	1,509	6,263	3,452	73%	930	62%	4,382	70%
1989-90	5,222	1,559	6,781	3,777	72%	941	60%	4,718	70%
1990-91	6,835	2,119	8,954	5,420	79%	1,470	69%	6,890	77%

The tables below provide information on the Board's Victim Input Program begun in 1986. This program provides an opportunity for victims, or immediate family members of a victim, to testify orally or in writing in the Board's parole decision-making process on the "continuing nature and extent of any physical harm or psychological or emotional harm or trauma suffered by the victim, the extent of any loss of earnings or ability to work suffered and the continuing effect of the crime upon the victim's family..."

Table 8 shows that 635 victims or their family members enrolled in the Board's Victim Input Program during FY 1990-91. A family member may testify if the victim is a juvenile, incapacitated, or deceased. Of the total who responded 63% were victims.

**TABLE 8
NEW ENROLLMENTS BY TYPE OF VICTIM
DURING FISCAL YEAR 1990-91**

	Third Quarter 1990	Fourth Quarter 1990	First Quarter 1991	Second Quarter 1991	Total	Percent of Total
Victims Enrolled	128	106	96	70	400	63.0
Family Members Enrolled . . .	79	60	64	32	235	37.0
Because Victim is:						
Juvenile	35	20	26	16	97	15.3
Deceased	42	40	37	16	135	21.3
Incapacitated	2	0	1	0	3	0.5
Total Enrolled	207	166	160	102	635	100.0

Table 9 shows that during FY 1990-91, 358 victims or their family members provided testimony at the time the offender was being considered for parole. Most of the testimony provided, 71%, was written.

**TABLE 9
TESTIMONY PROVIDED BY VICTIMS
DURING FISCAL YEAR 1990-91**

	Third Quarter 1990	Fourth Quarter 1990	First Quarter 1991	Second Quarter 1991	Total	Percent of Total
Written	52	55	73	75	255	71.2
Oral	16	28	26	22	92	25.7
Both	1	1	6	3	11	3.1
Total	69	84	105	100	358	100.0

Table 10 shows the number of victim enrollments and testimonies during the last three years. This information is based on the date enrollment cards were received or on the date testimony was provided. The previous years were revised to include data that was entered retroactively after the previous annual reports were compiled. Beginning in 1992 the number of enrollments or testimonies will be based on the date information is processed in the computer, not on the date information was received.

**TABLE 10
ENROLLMENTS AND TESTIMONIES
OVER THREE FISCAL YEARS**

	Third Quarter	Fourth Quarter	First Quarter	Second Quarter	Total
ENROLLMENTS					
FY 1988-89	155	139	263	297	854
FY 1989-90	236	196	257	245	934
FY 1990-91	207	166	160	102	635
TESTIMONIES					
FY 1988-89	46	66	70	79	261
FY 1989-90	75	69	105	91	340
FY 1990-91	69	84	105	100	358

B. SUPERVISION POPULATION DEMOGRAPHICS AND TRENDS

This section will focus on demographics and trends of the Board's caseload population. Included with this section are offense, sex, and racial demographics of the total caseload; average caseload size and average work units based on the number of parole agents carrying a caseload; case additions and deletions to the Pennsylvania state caseload; and, distributions of other states' cases residing in Pennsylvania and Pennsylvania cases residing in other states.

Pennsylvania's community based correctional system had 119,027 offenders on active probation or parole at the end of fiscal year 1990-91. Of this total, 21,589 (approximately 18%) were receiving supervision services directly from the Pennsylvania Board of Probation and Parole.

Chart A shows the origin and prevalence of each of the groups of clients supervised by the Board in relationship to the total offender population in communities of the Commonwealth. The Board's caseload population consists of Board parole cases released to Board supervision, special probation and parole cases, and other states' cases residing in Pennsylvania. Pennsylvania cases residing in other states are not included in Chart A since they do not receive direct supervision services in Pennsylvania. Special probation and parole cases are certified by the courts to Board supervision. State law provides the county judge with authority to send probation and parole clientele to the Board for supervision. Other states' cases and Pennsylvania cases residing in other states are covered under the Interstate Compact which provides for the exchange of offenders for supervision.

**CHART A
TOTAL OFFENDERS UNDER SUPERVISION IN PENNSYLVANIA**

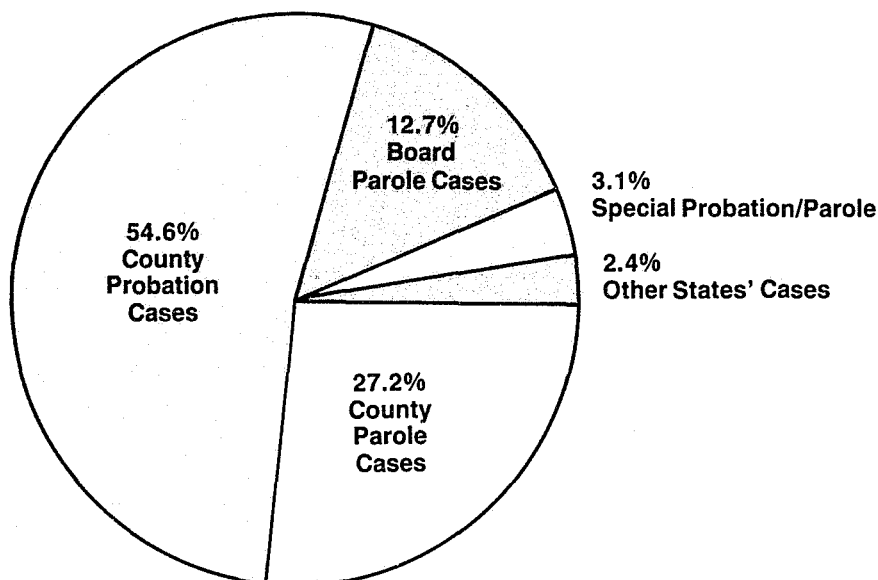


Chart B illustrates in graphic form total caseload under Board supervision. Total caseload size under Board supervision has increased by 35% within the last six years.

**CHART B
TRENDS IN TOTAL CASELOAD UNDER BOARD SUPERVISION**

Year Ending	Trend Index	Total Caseload	Total Caseload				
			5,000	10,000	15,000	20,000	25,000
6/85	100	15,983					
6/86	103	16,498					
6/87	104	16,633					
6/88	106	16,890					
6/89	108	17,218					
6/90	115	18,327					
6/91	135	21,589					

Chart C illustrates the case classification and workload information system for field supervision. This comprehensive system provides the Board with a tool to effectively manage scarce resources. There are two types of case classifications performed using standardized instruments. One is a semi-structured interview which results in a treatment classification that categorizes clients into four behavioral groups for the development of a supervision plan. The four treatment groups are selective intervention, casework control, environmental structure, and limit setting. These treatment groups are commonly referred to as case management classification. This process has the effect of providing guidelines for interaction with the client. The other classification instrument is used to assess supervision risk and client needs. Supervision risk differentiates offenders into three grades of supervision. The three grades of supervision are maximum, medium, and minimum. The effect of supervision grades are that they prescribe the amount of time an agent will spend in terms of minimum supervision standards.

CHART C
CASE CLASSIFICATION AND WORKLOAD INFORMATION SYSTEM

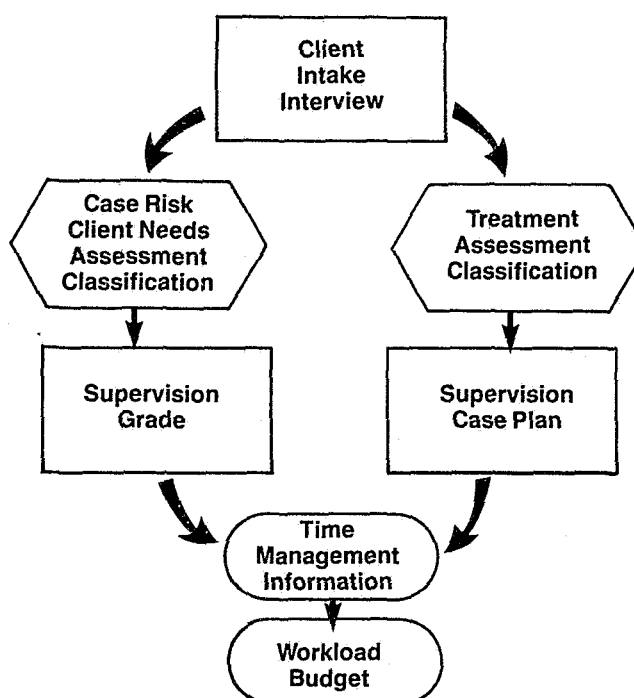


Table 11 shows supervision risk and treatment classification for the 21,589 clients as of June 30, 1991. The total caseload population is classified by risk in terms of supervision grade, but not all clients are classified by structured interviews into treatment groups. Case management classification interviews are done for new clients who have sentences longer than one year. Approximately 38% of the clients classified under the four client management classifications were under medium supervision.

TABLE 11
SUPERVISION RISK AND TREATMENT BY CLASSIFICATION
AS OF JUNE 30, 1991

Case Management Classification	Supervision Grade								Violators Detained # %	All Others # %	Total
	Special Intensive # %	Maximum # %	Medium # %	Minimum # %							
Selective Intervention	93 1.9	564 11.7	2,078 43.1	1,421 29.5	332 6.9	333 6.9	4,821 100.0				
Casework Control	77 2.6	801 26.7	1,171 39.0	320 10.7	381 12.7	254 8.5	3,004 100.0				
Environmental Structure	33 2.2	358 24.2	569 38.5	150 10.1	234 15.8	135 9.1	1,479 100.0				
Limit Setting	239 4.9	1,326 27.3	1,534 31.6	391 8.0	857 17.6	514 10.6	4,861 100.0				
Not Classified	90 1.2	687 9.3	1,452 19.6	3,148 42.4	474 6.4	1,573 21.2	7,424 100.0				
Total	532 2.5	3,736 17.3	6,804 31.5	5,430 25.2	2,278 10.6	2,809 13.0	21,589 100.0				

Whereas case classification categorizes cases into case risk and client treatment groups, the workload information system measures the time needed by agents to accomplish three dominant types of work activity. They are: 1) agent time required to meet minimum standards in supervising active clients at different levels of supervision, 2) agent time required for due process in violation casework, and 3) agent time required for investigation work outputs. Violation casework occurs when clients are detained for technical or criminal charges. Investigation work is an additional task which is not part of an agent's caseload. All other cases that are not in active supervision status or violation status, such as, absconders, are also included in the workload measurement.

Three time studies were conducted to measure the workload of parole agents. Average time values were incorporated into an automated management information system as work units and applied to individual client records depending on case status. Work unit values take into account the time it took to perform the work as well as any travel time involved. They yield an estimate of agents' time requirements for their clientele. The accumulation of time data by classification provides a quantitative measure of Board manpower needs to meet mandated work requirements.

The two applications of workload information for decision making are workload management and workload budgeting. Workload management is a tool to aid field managers in case decision making. It assists in the assignment of work and setting priorities when sufficient resources are lacking, as well as providing accountability for services. The workload budgeting application derives data from the workload management information system which is translated into projections for future resource needs.

Table 12 describes the caseload population by workload classification to meet minimum supervision requirements. As of June 30, 1991, the Board's total supervision time requirement was 43,997.7 work units.

**TABLE 12
WORK UNITS BY CLASSIFICATION DISTRIBUTION
AS OF JUNE 30, 1991**

Workload Classification	Total Cases/Reports		Total Work Units	
	Number	Percent	Number	Percent
Supervision Status				
Special Intensive	359	1.6	2,655.8	6.0
Maximum	3,212	13.9	12,315.1	28.0
Medium	6,409	27.7	8,117.2	18.4
Minimum	5,253	22.7	3,357.6	7.6
Violation Status				
Technical	1,252	5.4	7,668.1	17.4
New Charge	1,629	7.1	3,752.9	8.5
Both Technical/New Charge	680	2.9	1,856.7	4.2
Other.	2,795	12.1	889.2	2.0
Total Cases	21,589	93.5	40,612.6	92.3
Investigative Reports	1,511	6.5	3,385.1	7.7
Grand Totals	23,100	100.0	43,997.7	100.0

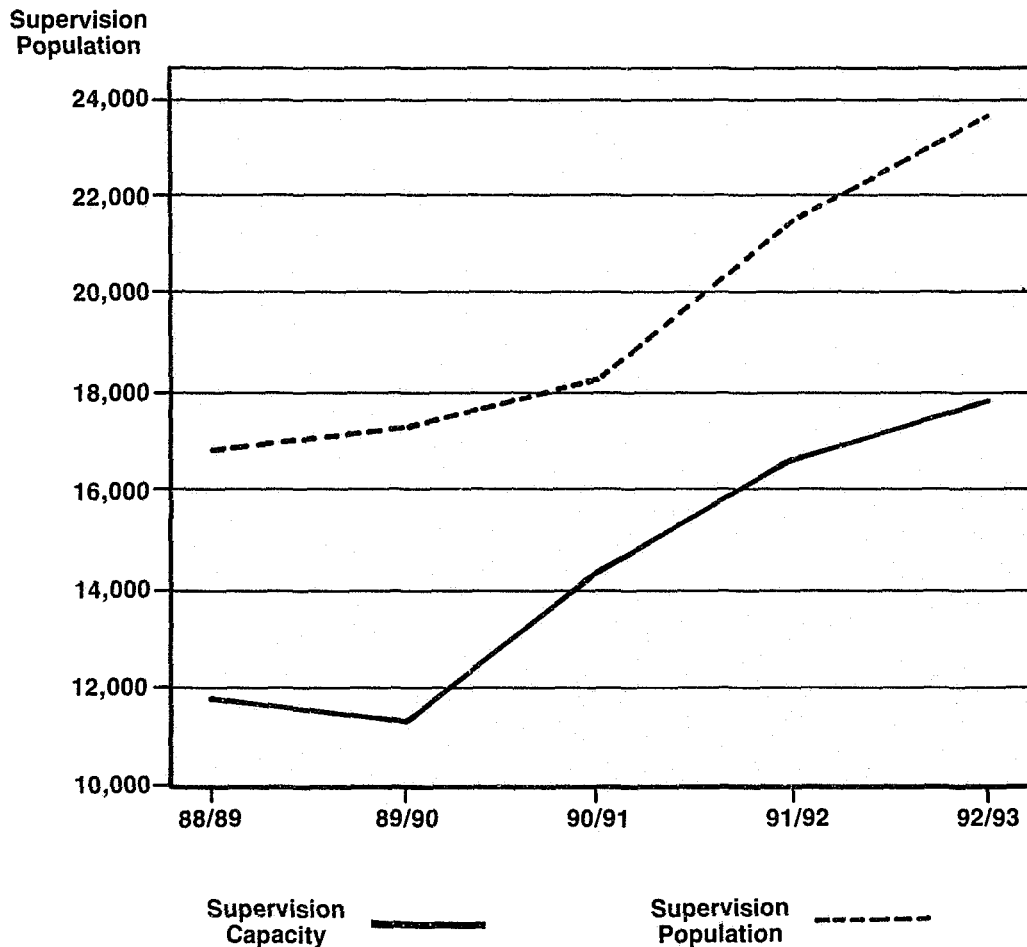
To demonstrate the principle of workload budgeting for purposes of resource management, monthly data is presented on an annual basis for the fiscal year 1991-92 in **Table 13**. An estimated 466,748 work units would be needed to fulfill minimum supervision requirements assuming a 17.8% increase in the number of cases. This represents the total amount of work required in parole agent hours in the fiscal year. An estimated 1,537 parole agent hours are available per agent each year yielding a manpower need of 303 agents. Manpower needs are assessed by dividing average time available per agent into the total work required.

**TABLE 13
WORKLOAD BUDGETING FOR FISCAL YEAR 1991-92**

	Number	Work Units
Projected Client Population/Estimated Annual Casework Time	24,903	422,875
Investigative Reports/Estimated Annual Investigative Work Output Time	15,669	43,873
Projected Annual Manpower Time Required		466,748
Available Parole Agent Hours		1,537
Estimated Manpower Needs		303
Manpower Level, 11/30/91		245

The capacity of parole supervision services is limited by the available parole agent hours to provide those services. The Board has been actively initiating policy in the 1990-91 fiscal year in order to increase the supervision capacity level. A major initiative was modifying the normal supervision requirements by moving from four to three grades of supervision, lowering the minimum number of client contacts required with new supervision standards, developing contingency supervision plans, and establishing administrative caseloads. The Board's classification into three grades of supervision is based upon a risk assessment model which measures the probability of successful adjustment while on parole. The risk assessment determines the amount of supervision required for each client with a reassessment being done each six months. Comparing parole agent hours with population work requirements creates a measure of whether the supervision system is over or under capacity. **Chart D** illustrates the Board's supervision capacity over a five-year period.

CHART D
SUPERVISION POPULATION CAPACITY



As seen in **Table 14**, at the beginning of the 1991-92 fiscal year, there were 21,589 cases under supervision and 244 parole agents. Based upon available parole agent hours, 16,626 clients can be supervised to meet minimum supervision standards. The remainder of 4,963 clients are over capacity cases. Projections of future population size and needed manpower for fiscal year 1992-93 assumes a complement level of 245 newly hired and trained agents with a supervision capacity level of 17,995.

TABLE 14
SUPERVISION CAPACITY

Fiscal Year	Beginning FY Supervision Population	Parole Agents	Supervision Capacity Level	Number Over Capacity
1988-89	16,890	209	11,955	4,935
1989-90	17,218	205	11,367	5,851
1990-91	18,327	231	14,300	4,027
1991-92	21,589	244	16,626	4,963
Projected 1992-93	23,872	245	17,995	5,877

Table 15 provides a six-year time series in caseload size by legal type and geographic area. The Board's caseload size has continued to rise in size within the last six years to 21,589, showing a growth rate of 31% since June 1986. The increase in caseload population during the last fiscal year is caused by the growing proportion of Board parole cases, which showed an increase of 22.3%.

TABLE 15
TRENDS IN CASELOAD BY LEGAL TYPE OVER SIX FISCAL YEARS

District Office		Board Parole Cases		Special Probation/ Parole Cases		Other States' Cases		Total Caseload	
		No.	Index	No.	Index	No.	Index	No.	Index
Allentown	1985-86	1,385	100	214	100	379	100	1,978	100
	1986-87	1,433	103	240	112	411	108	2,084	105
	1987-88	1,462	106	213	100	418	110	2,093	106
	1988-89	1,589	115	196	92	441	116	2,226	113
	1989-90	1,839	133	196	92	437	115	2,472	125
	1990-91	2,182	158	209	98	433	114	2,824	143
Altoona	1985-86	326	100	357	100	72	100	755	100
	1986-87	311	95	353	99	72	100	736	97
	1987-88	330	101	307	86	65	90	702	93
	1988-89	380	117	295	83	73	101	748	99
	1989-90	409	125	250	70	85	118	744	99
	1990-91	520	160	260	73	102	142	882	117
Butler	1985-86	249	100	170	100	79	100	498	100
	1986-87	228	92	185	109	82	104	495	99
	1987-88	208	84	193	114	87	110	488	98
	1988-89	230	92	199	117	85	108	514	103
	1989-90	271	109	240	141	94	119	605	121
	1990-91	357	143	228	134	96	122	681	137
Chester	1985-86	529	100	111	100	374	100	1,014	100
	1986-87	543	103	101	91	340	91	984	97
	1987-88	553	105	107	96	301	80	961	95
	1988-89	593	112	94	85	316	84	1,003	99
	1989-90	675	128	78	70	289	77	1,042	103
	1990-91	840	159	69	62	273	73	1,182	117
Erie	1985-86	443	100	864	100	89	100	1,396	100
	1986-87	458	103	846	98	98	110	1,402	100
	1987-88	466	105	896	104	114	128	1,476	106
	1988-89	491	111	1,028	119	114	128	1,633	117
	1989-90	561	127	1,044	121	113	127	1,718	123
	1990-91	700	158	1,395	161	115	129	2,210	158
Harrisburg	1985-86	1,065	100	138	100	415	100	1,618	100
	1986-87	1,190	112	136	99	378	91	1,704	105
	1987-88	1,191	112	128	93	322	78	1,641	101
	1988-89	1,306	123	99	72	288	69	1,693	105
	1989-90	1,430	134	99	72	318	77	1,847	114
	1990-91	1,697	159	77	56	354	85	2,128	132
Philadelphia	1985-86	3,992	100	382	100	749	100	5,123	100
	1986-87	3,855	97	362	95	688	92	4,905	96
	1987-88	3,984	100	360	94	648	87	4,992	97
	1988-89	4,019	101	269	70	618	83	4,906	96
	1989-90	4,260	107	247	65	619	83	5,126	100
	1990-91	5,176	130	255	67	709	95	6,140	120
Pittsburgh	1985-86	1,133	100	1,113	100	256	100	2,502	100
	1986-87	1,231	109	1,100	99	261	102	2,592	104
	1987-88	1,397	123	1,098	99	280	109	2,775	111
	1988-89	1,491	132	1,019	92	275	107	2,785	111
	1989-90	1,713	151	970	87	320	125	3,003	120
	1990-91	2,228	197	979	88	364	142	3,571	143
Scranton	1985-86	524	100	361	100	148	100	1,033	100
	1986-87	595	114	361	100	187	126	1,143	111
	1987-88	640	122	337	93	184	124	1,161	112
	1988-89	657	125	275	76	192	130	1,124	109
	1989-90	683	130	212	59	197	133	1,092	106
	1990-91	771	147	164	45	239	161	1,174	114
Williamsport	1985-86	370	100	99	100	112	100	581	100
	1986-87	394	106	89	90	105	94	588	101
	1987-88	407	110	76	77	118	105	601	103
	1988-89	404	109	64	65	118	105	586	101
	1989-90	489	132	70	71	119	106	678	117
	1990-91	605	164	67	68	125	112	797	137
Agency Totals	1985-86	10,016	100	3,809	100	2,673	100	16,498	100
	1986-87	10,238	102	3,773	99	2,622	98	16,633	101
	1987-88	10,638	106	3,715	98	2,537	95	16,890	102
	1988-89	11,160	111	3,538	93	2,520	94	17,218	104
	1989-90	12,330	123	3,406	89	2,591	97	18,327	111
	1990-91	15,076	151	3,703	97	2,810	105	21,589	131

Table 16 depicts Pennsylvania's processing of cases during FY 1990-91 in a balance sheet format. Throughout the year there were 9,569 case additions and 6,313 case deductions.

TABLE 16
PENNSYLVANIA CASELOAD PROCESSING DURING — 1990-91

Clients Under Jurisdiction July 1, 1990	17,314
Case Additions During FY 1990-91:	
Released on Parole	6,443
Released on Reparole	1,258
Special Probation Cases	1,355
Special Parole Cases	513
Miscellaneous Additions	0
TOTAL CASE ADDITIONS	+9,569
Case Deductions During FY 1990-91:	
Recommitted Technical Parole Violators	752
Recommitted Convicted Parole Violators	908
County Revocations	267
Final Discharges	4,237
Death	128
Miscellaneous Deductions	21
TOTAL CASE DEDUCTIONS	-6,313
Clients Under Jurisdiction June 30, 1991	20,570

Table 17 displays a three-year trend of Pennsylvania caseload processing. The rate of additions and deletions increased during the last year by 32.6% and 1.2% respectively.

TABLE 17
THREE-YEAR TREND IN PENNSYLVANIA CASELOAD PROCESSING

	1988-89	1989-90	1990-91
Clients Under Jurisdiction at Beginning of FY	16,023	16,335	17,314
Additions:			
Parole/Reparole	5,387	5,690	7,701
Special Probation/Parole	1,521	1,499	1,868
Miscellaneous Additions	0	30	0
TOTAL ADDITIONS	+ 6,908	+ 7,219	+ 9,569
Deductions:			
Recommits/Revocations	2,761	2,463	1,927
Final Discharges/Death	3,780	3,777	4,365
Miscellaneous Deductions	55	0	21
TOTAL DEDUCTIONS	- 6,596	- 6,240	- 6,313
Clients Under Jurisdiction at End of FY	16,335	17,314	20,570

Table 18 shows the distribution of 7,701 cases actually released to parole supervision during FY 1990-91 by major offense category and major race category. White is defined as Caucasian and English speaking, while non-white includes all other persons. Approximately 31% of the inmates paroled were serving sentences for robbery or burglary.

TABLE 18
INMATES PAROLED AND REPAROLED BY
MAJOR OFFENSE CATEGORY AND MAJOR
RACE CATEGORY

Instant Offense Categories	White		Non-White		Total	Percent Total
	Parole	Reparole	Parole	Reparole		
Homicides, Manslaughters . . .	157	32	213	59	461	6.0%
Assault including VUFA	298	41	288	48	675	8.8%
Robbery	249	84	633	220	1,186	15.4%
Burglary	548	149	355	125	1,177	15.3%
Drug Law Violation	597	37	888	60	1,582	20.5%
Theft, RSP	325	70	319	83	797	10.4%
Forgery & Fraud	162	31	73	15	281	3.7%
Rape	111	19	113	45	288	3.7%
Other Sex Offenses	123	11	36	9	179	2.3%
Arson	55	14	20	5	94	1.2%
Driving Under Influence	271	16	29	0	316	4.1%
Other Type Offense	355	49	225	36	665	8.6%
TOTALS	3,251	553	3,192	705	7,701	100.0%

Table 19 shows the total caseload population by major offense type. As of June, 1991, 31% of the total offender population were on parole for robbery or burglary.

TABLE 19
TOTAL CASELOAD BY OFFENSE TYPE AS OF JUNE 30, 1991

Instant Offense Category	Board Parole Cases	County Special Probation Cases	County Special Parole Cases	Other States' Cases	Totals	Percent of Total
Homicides	1,231	15	0	54	1,300	6.0
Manslaughter	494	17	4	55	570	2.6
Assault	1,131	158	29	160	1,478	6.8
VUFA, POW, etc.	108	35	9	58	210	1.0
Robbery	2,757	141	24	207	3,129	14.5
Burglary, Criminal Trespass	2,472	383	65	240	3,160	14.6
Drug Law Violation	2,296	347	70	877	3,590	16.6
Theft, RSP	1,130	410	67	217	1,824	8.4
Retail Theft	192	30	5	2	229	1.1
Forgery, Fraud	438	169	30	197	834	3.9
Rape	695	36	6	53	790	3.7
Other Sex Offense	332	92	9	80	513	2.4
Arson	193	39	7	32	271	1.3
Kidnapping	42	4	0	12	58	0.3
Driving Under Influence	369	694	216	124	1,403	6.5
Other Type Offenses	1,196	523	69	442	2,230	10.3
TOTALS	15,076	3,093	610	2,810	21,589	100.0

Table 20 gives a distribution of the total caseload within each district by the demographic characteristics of sex and race. As of June, 1991, approximately 91% or 19,710 of the total 21,589 cases were male, and the remainder 9% or 1,879 cases were female.

TABLE 20
TOTAL CASELOAD DISTRIBUTION BY OFFICE OF SUPERVISION,
SEX OF OFFENDER, AND MAJOR RACIAL CATEGORY EFFECTIVE JUNE, 1991

Districts	IN-STATE				OUT-OF-STATE				TOTAL SUPERVISED						Grand Total
	Male		Female		Male		Female								
	White	Non-White	White	Non-White	White	Non-White	White	Non-White	White		Non-White		Total		
									Male	Female	Male	Female	Male	Female	
Allentown	1,351	852	105	83	297	85	40	11	1,648	145	937	94	2,585	239	2,824
Altoona	645	48	86	1	87	4	11	0	732	97	52	1	784	98	882
Butler	440	82	47	16	77	8	8	3	517	55	90	19	607	74	681
Chester	410	449	32	18	165	72	25	11	575	57	521	29	1,096	86	1,182
Erie	1,524	305	209	57	94	6	15	0	1,618	224	311	57	1,929	281	2,210
Harrisburg	1,014	605	76	79	204	86	50	14	1,218	126	691	93	1,909	219	2,128
Philadelphia	890	4,269	44	228	244	383	27	55	1,134	71	4,652	283	5,786	354	6,140
Pittsburgh	1,441	1,458	142	166	200	118	30	16	1,641	172	1,576	182	3,217	354	3,571
Scranton	821	56	53	5	197	13	27	2	1,018	80	69	7	1,087	87	1,174
Williamsport	561	39	63	9	103	7	15	0	664	78	46	9	710	87	797
AGENCY TOTALS	9,097	8,163	857	662	1,668	782	248	112	10,765	1,105	8,945	774	19,710	1,879	21,589

Table 21 provides a distribution of the total caseload by legal type and race. As of June, 1991, 55% of the total caseload population was white, 42% were classified as black, and the remaining 3% were classified in other racial groups.

TABLE 21
TOTAL CASELOAD BY RACE AS OF JUNE 30, 1991

Race	Board Parole Cases	County Special Probation Cases	County Special Parole Cases	Other States' Cases	Totals	Percent of Total
White	7,154	2,310	491	1,916	11,871	55.0
Black	7,398	721	98	735	8,952	41.5
Puerto Rican	383	23	3	93	502	2.3
Mexican	35	6	0	10	51	0.2
Other Spanish Speaking	35	2	2	32	71	0.3
Oriental	42	10	2	11	65	0.3
Indian	3	0	0	2	5	0.0
Asian	5	0	0	6	11	0.1
Not Elsewhere Classified	22	20	14	5	61	0.3
TOTALS	15,077	3,092	610	2,810	21,589	100.0

Table 22 shows changes in the number of parole agents and average caseload per agent. As of June, 1991, there were 244 parole agents carrying an average caseload of 88. This compares to 212 agents supervising an average caseload of 78 clients in June, 1986. Average caseload size does not take into account workload factors, such as investigative reports.

TABLE 22
PAROLE AGENT CASELOADS

Year Ending	6/86	6/87	6/88	6/89	6/90	6/91
Number of Parole Agents	212	210	209	205	231	244
Index	100	99	99	97	109	115
Average Caseload	77.8	79.2	80.8	84.0	79.3	88.5
Index	100	102	104	108	102	114

Table 23 illustrates the number of parole agents and average caseload by district. As of June, 1991, there were 244 parole agents carrying an average caseload of 88 clients. Average caseload size is a fundamental assessment of supervision capability. The accepted national standard prescribes a caseload of 50 clients per agent for optimal effectiveness in client reintegration.

TABLE 23
NUMBER OF AGENTS AND AVERAGE CASELOAD
BY DISTRICT OFFICE, EFFECTIVE JUNE 30, 1991

Districts	Total Caseload End of Month	Number of Agents For Month	Average Caseload Per Agent
Allentown	2,824	28	100.9
Altoona	882	10	88.2
Butler	681	7	97.3
Chester	1,182	13	90.9
Erie	2,210	20	110.5
Harrisburg	2,128	25	85.1
Philadelphia	6,140	77	79.7
Pittsburgh	3,571	39	91.6
Scranton	1,174	14	83.9
Williamsport	797	11	72.5
AGENCY TOTALS	21,589	244	88.5

Table 24 shows the cooperative exchange of supervision between Board cases and other states' cases through the Interstate Compact. As of June, 1991, the Board accepted 2,810 cases from other states and exported 1,791 cases. The majority of out-of-state cases residing in Pennsylvania are from the states of New Jersey, New York and Maryland. In addition, there were 2,873 county cases being supervised in other states as of December, 1991. These cases do not come under the Board's jurisdiction, but are administratively controlled by the Board's Interstate Compact Office.

TABLE 24
EXCHANGE OF SUPERVISION BETWEEN STATES — JUNE 1991

State	Out-of-State Cases in Pennsylvania	Board Cases in Other States	Net Difference in Interstate Transfers in PA	State	Out-of-State Cases in Pennsylvania	Board Cases in Other States	Net Difference in Interstate Transfers in PA
Alabama	8	17	- 9	Nevada	16	5	+ 11
Alaska	4	1	+ 3	New Hampshire ..	6	9	- 3
Arizona	33	20	+ 13	New Jersey	927	270	+ 657
Arkansas	3	3	...	New Mexico	5	2	+ 3
California	66	72	- 6	New York	353	207	+ 146
Colorado	26	8	+ 18	North Carolina ..	65	60	+ 5
Connecticut	14	17	- 3	North Dakota	1	0	+ 1
Delaware	118	43	+ 75	Ohio	65	158	- 93
Florida	176	154	+ 22	Oklahoma	7	9	- 2
Georgia	80	29	+ 51	Oregon	4	1	+ 3
Hawaii	8	3	+ 5	Rhode Island	5	9	- 4
Idaho	3	1	+ 2	South Carolina ..	47	27	+ 20
Illinois	19	16	+ 3	South Dakota	1	0	+ 1
Indiana	9	11	- 2	Tennessee	30	10	+ 20
Iowa	1	3	- 2	Texas	152	34	+ 118
Kansas	10	3	+ 7	Utah	3	4	- 1
Kentucky	13	16	- 3	Vermont	5	1	+ 4
Louisiana	15	6	+ 9	Virginia	160	65	+ 95
Maine	3	2	+ 1	Washington	3	7	- 4
Maryland	245	118	+ 127	Washington, DC ..	4	13	- 9
Massachusetts ..	13	20	- 7	West Virginia	12	29	- 17
Michigan	11	21	- 10	Wisconsin	7	2	+ 5
Minnesota	8	6	+ 2	Wyoming	6	1	+ 5
Mississippi	5	9	- 4	Federal	0	127	- 127
Missouri	15	8	+ 7	Other*	14	133	- 119
Montana	4	1	+ 3				
Nebraska	2	0	+ 2	Totals	2,810	1,791	+1,019

* "Other" includes clients from other countries or was not specified.

C. SUPERVISION ACTIVITY AND OUTPUT

In addition to caseload assignments of client supervision, parole agents also have major work assignments in the form of social investigations and supervision reports. This section on supervision activity and output introduces the other work functions performed by parole agents.

Chart E reveals trends in output of various investigations done by parole agents. Many of these reports relate to offenders not in the agent's caseload, but are required for making case decisions in the criminal justice system. Investigations included are: pre-parole reports, split pre-parole reports, pre-sentence reports, split pre-sentence reports, classification summaries, out-of-state reports, and reports for the Board of Pardons. Split investigation reports occur when an investigation is divided between two or more district offices.

CHART E
TRENDS IN TOTAL INVESTIGATIVE REPORTING

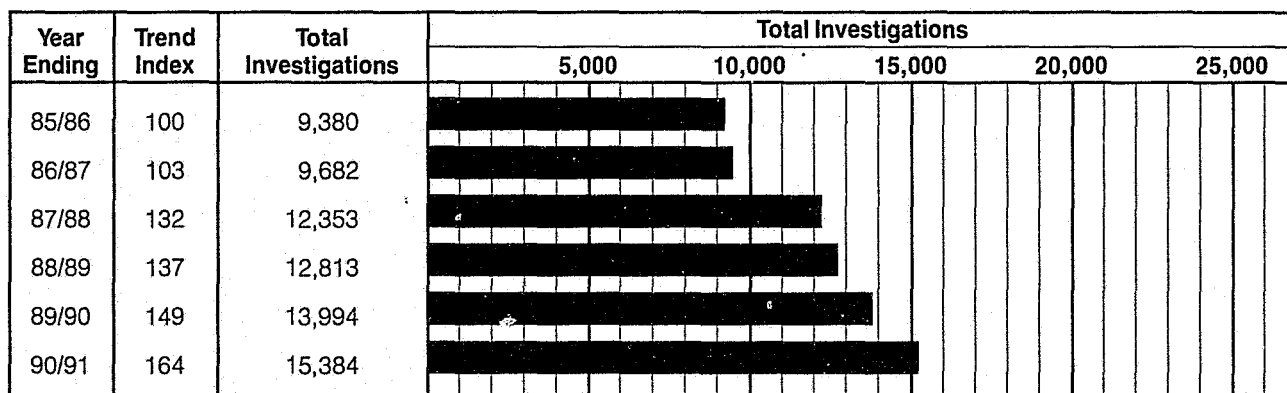


Table 25 displays total investigations completed within each district. Out of the total 15,384 investigative reports completed, approximately 87% were pre-parole and split pre-parole reports. Investigative reports completed include investigations for counties within Pennsylvania as well as those from other states.

TABLE 25
TOTAL INVESTIGATIONS COMPLETED BY TYPE AND DISTRICT
FOR FISCAL YEAR 1990-91

District	Pre-Parole	Split Pre-Parole	Pre-Sentence	Split Pre-Sentence	Classification Summaries	Pardon Board	Total
Allentown . . .	2,201	216	8	2	0	50	2,477
Altoona	457	11	120	0	131	6	725
Butler	365	18	257	36	39	11	726
Chester	769	51	9	3	0	11	843
Erie	699	14	456	17	19	13	1,218
Harrisburg . .	1,543	67	4	4	42	40	1,700
Philadelphia . .	3,698	53	3	5	0	61	3,820
Pittsburgh . . .	1,831	24	8	43	106	63	2,075
Scranton	797	32	24	0	44	11	908
Williamsport . .	589	12	139	7	126	19	892
TOTALS	12,949	498	1,028	117	507	285	15,384

Table 26 shows the average length of supervision for parolees released from state institutions or county prisons and special probationers who terminated from the system during FY 1990-91. Terminations include final discharge due to completion of sentence, as well as revocations and deaths. A total of 6,313 state and county cases were terminated from Board supervision during FY 1990-91. Of this total, 6,232 clients served an average of 2.4 years under supervision. The remaining 81 cases were not available at the time the report was prepared. The average length of supervision time for parolees who had previously been released from a state correctional institution was 2.5 years. Parolees released from county prisons were on parole supervision an average of 1.6 years before they were terminated.

TABLE 26
LENGTH OF SUPERVISION FOR PAROLEES RELEASED FROM
STATE INSTITUTIONS OR COUNTY PRISONS AND
SPECIAL PROBATIONERS DURING FY 1990-91

Length of Parole Supervision	State Correctional Institutions		County Prisons		County Jurisdictions		Total	
	No.	%	No.	%	No.	%	No.	%
1 year or Less	833	24.6	593	41.0	525	37.4	1,951	31.3
Over 1 to 2 years.	986	29.2	492	34.0	296	21.1	1,774	28.5
Over 2 to 3 years.	604	17.9	201	13.9	173	12.3	978	15.7
Over 3 to 4 years.	349	10.3	79	5.5	135	9.6	563	9.0
Over 4 to 5 years.	186	5.5	34	2.3	156	11.1	376	6.0
Over 5 to 6 years.	115	3.4	20	1.4	40	2.8	175	2.8
Over 6 to 7 years.	76	2.2	8	0.6	25	1.8	109	1.7
Over 7 years.	231	6.8	21	1.5	54	3.8	306	4.9
TOTALS	3,380	100.0	1,448	100.0	1,404	100.0	6,232	100.0
Mean	2.7		1.8		2.4		2.4	
Median	1.9		1.3		1.6		1.7	

Table 27 shows the length of supervision time for state parole cases and county special probation and parole cases by type of termination. Case closures include those discharged at the maximum date, discharged at death, or recommitted to prison. Approximately 78% of the parole case closures and 70% of the probation case closures had terminated supervision within three years.

TABLE 27
LENGTH OF SUPERVISION FOR PAROLE AND SPECIAL
PROBATION BY TYPE OF TERMINATION

	Length of Supervision								Total	Average Length of Supervision	Median
	1 Yr. or Less	Over 1 to 2 Yrs.	Over 2 to 3 Yrs.	Over 3 to 4 Yrs.	Over 4 to 5 Yrs.	Over 5 to 6 Yrs.	Over 6 to 7 Yrs.	Over 7 Yrs.			
Parole Case Closures											
1) Discharged at Max Date.	839	853	496	287	150	94	65	201	2,985	2.7	1.8
2) Discharged at Death	42	27	14	7	1	1	4	16	112	3.2	1.5
Total Successful Supervision	881	880	510	294	151	95	69	217	3,097	2.8	1.8
Percent of Total Successful	28%	28%	16%	9%	5%	3%	2%	7%	100%		
1) Recommited to Prison.	545	598	295	134	69	40	15	35	1,731	1.9	1.5
Percent of Unsuccessful	31%	35%	17%	8%	4%	2%	1%	2%	100%		
Total Closed Cases	1,426	1,478	805	428	220	135	84	252	4,828	2.4	1.7
Percent of Total	30%	31%	17%	9%	5%	3%	2%	5%	100%		
Probation Case Closures											
1) Discharged at Max Date.	415	264	144	120	142	36	24	52	1,197	2.5	1.7
2) Discharged at Death	6	2	3	4	1	0	0	0	16	2.0	2.0
Total Successful Supervision	421	266	147	124	143	36	24	52	1,213	2.5	1.7
Percent of Total Successful	35%	22%	12%	10%	12%	3%	2%	4%	100%		
1) Recommited to Prison.	104	30	26	11	13	4	1	2	191	1.7	0.9
Percent of Unsuccessful	54%	16%	14%	6%	7%	2%	1%	1%	100%		
Total Closed Cases	525	296	173	135	156	40	25	54	1,404	2.4	1.6
Percent of Total	37%	21%	12%	10%	11%	3%	2%	4%	100%		

D. SUPERVISION PROGRAM PERFORMANCE

Parole performance follow-up operationally is defined as a tracking of release cohorts to determine supervision outcome after consecutive 12, 24, and 36 month periods. A release cohort is defined as a group of clients released at the same point in time. Individual new release cohorts are subsequently accumulated into study groups by length of follow-up in order to produce an aggregate assessment of parole performance, i.e., a base expectancy for success and failure.

Table 28 provides aggregate parole outcome for sample populations of release cohorts during five calendar years. The percentage of parole failures represent clients who were unsuccessful in reintegrating back into society. It includes offenders who were convicted of new crimes called convicted violators and technical violators who were found guilty for violating the Conditions Governing Parole/Reparole. The aggregate data revealed that the rate of recommitment after one year of supervision was 14%. After two years of supervision, the failure rate increased to 28%, and after three years of supervision, 36% of the aggregate cohort groups returned to prison.

The percentage of clients who continued in active supervision status or completed parole within one year of supervision was 86%. After two years of supervision, 72% of the clients continued or completed active supervision, and after three years of supervision the rate declined to 64%. Clients under continued/completed supervision status includes categories such as reporting regularly, absconders, unconvicted violators, maximum expirations, and deaths.

TABLE 28
AGGREGATE PAROLE OUTCOME FOR RELEASE
COHORTS DURING LAST FIVE CALENDAR YEARS

Release Year	1985-1989 First Year of Supervision		1984-1988 Second Year of Supervision		1983-1987 Third Year of Supervision	
	Number	Percent	Number	Percent	Number	Percent
Parole Failures:						
Recommitted Technical Violator Only	2,291	10.8	3,285	15.6	3,469	17.4
Recommitted Criminal Violator	594	2.8	2,599	12.4	3,720	18.7
Total Parole Failures	2,885	13.6	5,884	28.0	7,189	36.1
Continued/Completed Active Supervision	18,308	86.4	15,124	72.0	12,705	63.9
TOTAL COHORT POPULATION	21,193	100.0	21,008	100.0	19,894	100.0

Table 29 displays the annual parole outcome results after three years of supervision of the 1983-87 aggregate cohort groups over a five-year period. The three-year continued/completed supervision rate decreased from 65% in 1986 to 64% in 1987; correspondingly, the recommitment rate increased from 35% to 36% during the same time interval.

TABLE 29
TREND IN PAROLE OUTCOME AFTER
THREE YEARS OF SUPERVISION

Year	Continued/Completed Active Supervision	Recommits
1983	61%	39%
1984	64%	36%
1985	65%	35%
1986	65%	35%
1987	64%	36%

Table 30 provides a geographic distribution of supervision outcome for the 1989 state and county cases under Board supervision by district. The total cohort population accounts for 98% of the total 6,958 cases released or accepted under Board supervision in 1989. The range in continued/completed active supervision by district was high (91%) in the Butler district and low (85%) in the Altoona district. Recidivism rates for convicted violators ranged from .5% in the Philadelphia district to 6% in the Altoona district. Recidivism rates for technical violators extended from 6% in the Butler district to 13% in the Harrisburg district.

**TABLE 30
ONE YEAR FOLLOW-UP SUPERVISION OUTCOME BY
DISTRICT OFFICE FOR THE 1989 RELEASE COHORT**

District	Continued/Completed Active Supervision			RECOMMITMENTS									Cohort Population	Percent of Total
				Technical Parole Violator			Criminal Parole Violator			Criminal & Technical Parole Violator				
	State Cases	County Cases	%	State Cases	County Cases	%	State Cases	County Cases	%	State Cases	County Cases	%		
Allentown	693	52	87.2	82	3	10.0	11	1	1.4	12	0	1.4	854	12.5
Altoona	135	78	85.2	17	5	8.8	4	2	2.4	5	4	3.6	250	3.7
Butler	93	125	90.8	13	2	6.3	1	1	0.8	4	1	2.1	240	3.5
Chester	245	12	86.8	26	0	8.8	6	0	2.0	5	2	2.4	296	4.3
Erie	229	903	88.9	47	66	8.9	5	7	0.9	8	9	1.3	1,274	18.6
Harrisburg	484	18	85.4	75	3	13.3	3	1	0.7	4	0	0.7	588	8.6
Philadelphia	1,289	35	87.6	179	0	11.8	5	0	0.3	3	0	0.2	1,511	22.1
Pittsburgh	568	229	85.9	113	2	12.4	5	1	0.6	10	0	1.1	928	13.6
Scranton	278	36	87.2	30	9	10.8	2	0	0.6	4	1	1.4	360	5.3
Williamsport	165	21	87.7	20	2	10.4	1	0	0.5	3	0	1.4	212	3.1
Central Office	296	28	97.9	5	0	1.5	2	0	0.6	0	0	0.0	331	4.8
TOTALS	4,475	1,537	87.8	607	92	10.2	45	13	0.8	58	17	1.1	6,844	100.0

Table 31 provides an instant offense distribution of the 1989 release cohort's supervision performance. The largest proportion of cases within the 1989 one year follow-up group were on supervision for robbery or burglary at 28.5%. The highest proportion of cases by instant offense who continued or completed supervision after one year was for arson at 93%. Robbery, burglary, and theft had the highest proportion of supervision failures with a continued/completed supervision rate of 84%.

**TABLE 31
ONE YEAR FOLLOW-UP SUPERVISION OUTCOME BY
INSTANT OFFENSE CATEGORY FOR THE 1989 RELEASE COHORT**

Instant Offense	Continued/Completed Active Supervision			RECOMMITMENTS									Cohort Population	Percent of Total
				Technical Parole Violator			Criminal Parole Violator			Criminal & Technical Parole Violator				
	State Cases	County Cases	%	State Cases	County Cases	%	State Cases	County Cases	%	State Cases	County Cases	%		
Homicides.....	294	4	91.4	28	0	8.6	0	0	0.0	0	0	0.0	326	4.8
Assault incl. VUFA...	427	81	88.0	46	10	9.7	1	3	0.7	7	2	1.6	577	8.4
Robbery.....	782	38	84.4	128	2	13.4	9	0	0.9	13	0	1.3	972	14.2
Burglary.....	733	87	84.0	116	12	13.1	16	1	1.7	7	4	1.1	976	14.3
Drug.....	565	96	88.8	68	3	9.5	4	0	0.5	7	1	1.1	744	10.9
Theft, RSP.....	540	202	84.2	95	18	12.8	6	5	1.2	11	4	1.7	881	12.9
Forgery, Fraud.....	123	56	90.9	12	3	7.6	2	0	1.0	0	1	0.5	197	2.9
Forcible Rape.....	158	3	89.0	19	0	10.5	0	0	0.0	1	0	0.6	181	2.6
Other Sex Offenses..	139	36	91.1	16	0	8.3	0	0	0.0	1	0	0.5	192	2.8
Arson.....	38	13	92.7	3	0	5.5	0	1	1.8	0	0	0.0	55	0.8
Other Type Offenses	667	920	91.6	75	44	6.9	7	3	0.6	11	5	0.9	1,732	25.3
Kidnapping.....	9	1	90.9	1	0	9.1	0	0	0.0	0	0	0.0	11	0.2
TOTALS	4,475	1,537	87.8	607	92	10.2	45	13	0.8	58	17	1.1	6,844	100.0

Table 32 provides an age distribution of the 1989 release cohort's parole performance. Most of the 6,844 cases within the 1989 one year follow-up group were between the ages of 20 to 39. Approximately 41% were in the age group of 20-29 and about 40% were in the age group of 30-39.

TABLE 32
ONE YEAR FOLLOW-UP SUPERVISION OUTCOME BY
AGE AT RELEASE FOR THE 1989 RELEASE COHORT

Age at Release	Continued/Completed Active Supervision			RECOMMITMENTS									Cohort Population	Percent of Total
				Technical Parole Violator			Criminal Parole Violator			Criminal & Technical Parole Violator				
	State Cases	County Cases	%	State Cases	County Cases	%	State Cases	County Cases	%	State Cases	County Cases	%		
19 or Under	11	54	84.4	2	3	6.5	2	2	5.2	2	1	3.9	77	1.1
20-29 years	1,731	671	86.4	251	59	11.2	24	5	1.0	30	9	1.4	2,780	40.6
30-39 years	1,892	493	87.6	269	22	10.7	16	5	0.8	20	5	0.9	2,722	39.8
40-49 years	616	181	90.5	71	4	8.5	3	1	0.5	4	1	0.6	881	12.9
50-59 years	172	80	95.1	8	3	4.2	0	0	0.0	1	1	0.8	265	3.9
60-69 years	43	46	96.7	3	0	3.3	0	0	0.0	0	0	0.0	92	1.3
70 or Over	10	12	81.5	3	1	14.8	0	0	0.0	1	0	3.7	27	0.4
TOTALS	4,475	1,537	87.8	607	92	10.2	45	13	0.8	58	17	1.1	6,844	100.0

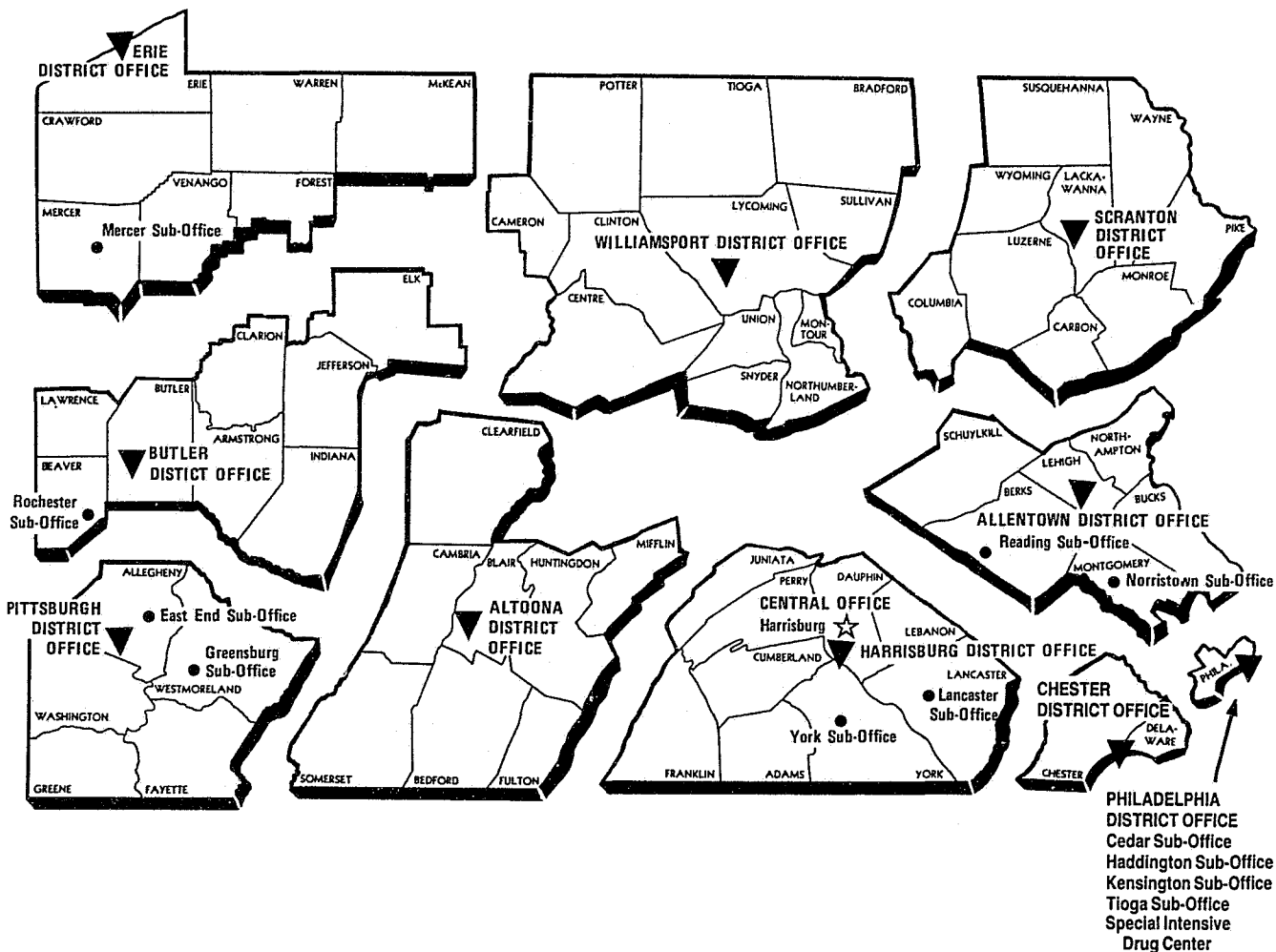
Clients are required to notify their parole agents of changes in employment status. Employment status is helpful to the supervising agent because gainful employment helps facilitate the offender's reintegration into the social and economic life of society. Employment makes an offender under supervision a tax payer instead of a tax burden.

Table 33 illustrates employment status by district for clients reporting under street supervision which includes those clients under active supervision with no Board actions taken against them by the Board for any violation or delinquency. Highest unemployment among available offenders in the labor force was found in the Pittsburgh district, where 45% of those able to work were unemployed.

TABLE 33
EMPLOYMENT STATUS BY DISTRICT FOR CLIENTS
REPORTING UNDER SUPERVISION DURING JUNE 1991

	Allentown	Altoona	Butler	Chester	Erie	Harrisburg	Phila- delphia	Pittsburgh	Scranton	Williams- port	Agency Totals
EMPLOYMENT STATUS											
Employed Full or Part Time ..	1,548	488	325	706	921	1,340	2,404	1,454	654	541	10,381
% Employed	75.4%	78.1%	71.0%	89.7%	73.6%	83.8%	64.8%	55.1%	82.6%	86.7%	71.4%
Unemployed	504	137	133	81	331	259	1,307	1,184	138	83	4,157
% Unemployed	24.6%	21.9%	29.0%	10.3%	26.4%	16.2%	35.2%	44.9%	17.4%	13.3%	28.6%
Total Able to Work	2,052	625	458	787	1,252	1,599	3,711	2,638	792	624	14,538
Total Unable to Work	213	145	118	133	243	183	514	376	145	79	2,149
% of Total Reporting	9.4%	18.8%	20.5%	14.5%	16.3%	10.3%	12.2%	12.5%	15.5%	11.2%	12.9%
Total Reporting in District	2,265	770	576	920	1,495	1,782	4,225	3,014	937	703	16,687

PENNSYLVANIA'S PROBATION AND PAROLE SYSTEM MAP



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