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2006
Annual Report
State Parole Board

JON S. CORZINE
Governor

JOHN D'AMICO
Chairman

MISSION

The New Jersey State Parole Board is committed to promoting public safety and to fostering rehabilitation of offenders by implementing policies that result in effective parole case management.

VISION

To improve the safety of the public and the quality of life in New Jersey by administering an innovative parole system that addresses the needs of the community, victims, and offenders through a responsible decision-making process that provides every available opportunity for successful offender reintegration.



State of New Jersey
STATE PAROLE BOARD

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JON S. CORZINE
Governor

JOHN D'AMICO, JR.
Chairman
PAUL J. CONTILLO
Vice-Chairman

February 2007

The Honorable Jon S. Corzine
Governor of the State of New Jersey
The State House
Trenton, New Jersey

Dear Governor:

It is my pleasure to submit to you and to the people of New Jersey the 2006 Annual Report for the New Jersey State Parole Board.

The State Parole Board has made remarkable inroads in decreasing the rate of criminal recidivism for ex-prisoners who complete their parole terms. This improves and increases the safety of the citizens and communities across the State while promoting the successful re-entry of parolees into society in a cost-effective manner.

Our 2006 Annual Report details and reflects the hard work and professionalism demonstrated by each of the State Parole Board's Associate Members, its management and supervisory staff, its sworn law enforcement officers and its civilian employees at all levels.

The residents of New Jersey can be assured that the State Parole Board continues to be a national leader among paroling authorities and agencies across the country.

Respectfully submitted,

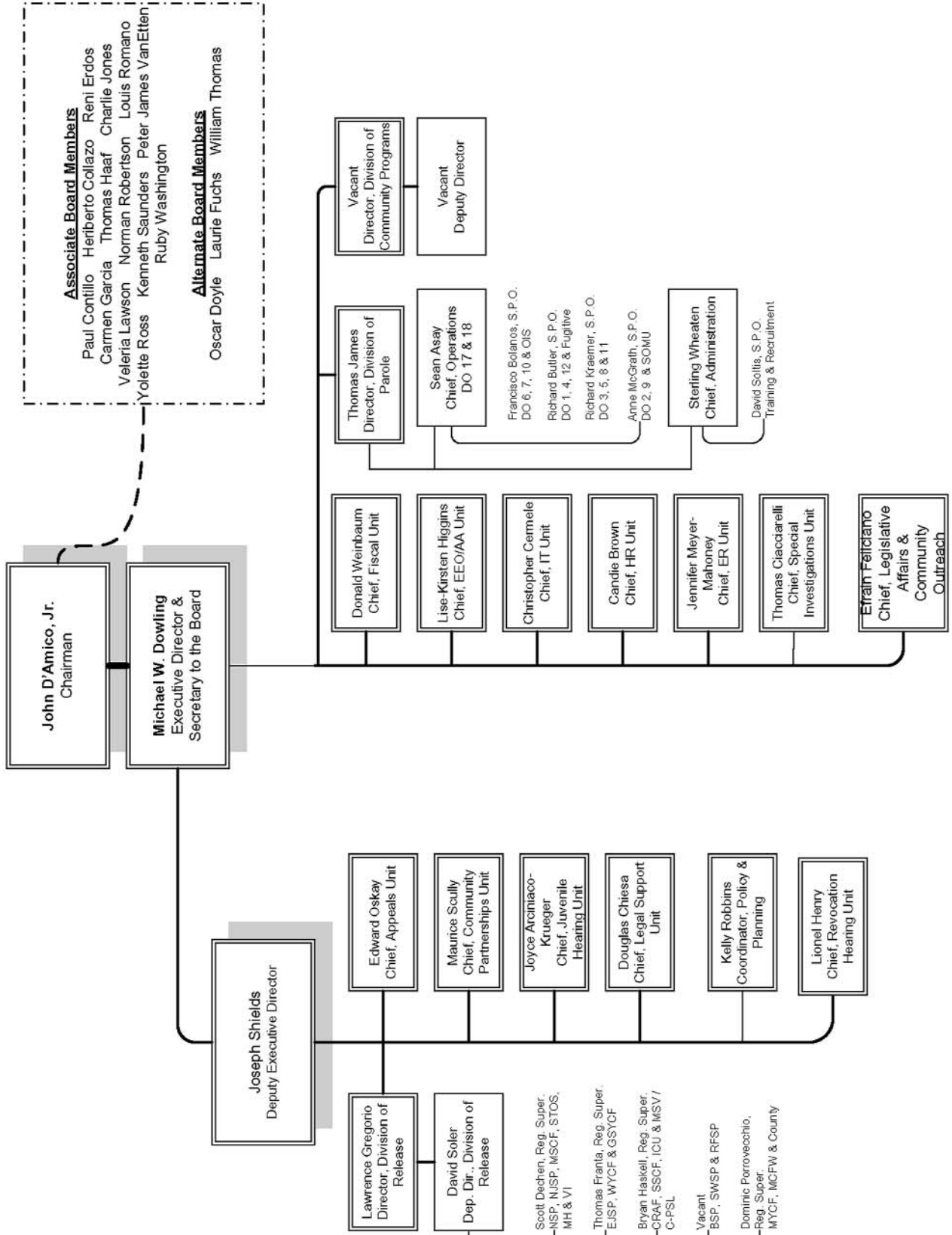
A handwritten signature in black ink that reads "John D'Amico".

John D'Amico, JSC (retired)
Chairman

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Agency Organization



Parole is a period of supervised release by which an inmate is allowed to serve the final portion of his or her sentence outside the gates of the institution on certain terms and conditions in order to facilitate his or her successful return to society. The New Jersey Parole Act of 1979 places with the New Jersey State Parole Board the authority and responsibility of deciding which inmates of the state's and of the counties' correctional institutions shall be granted release on parole and what the conditions of that release will be.

Since 2001, the Board has been charged with the responsibility of overseeing all of the functions, powers and duties of the state's 400 parole officers who supervise and monitor parolees. The Board is also responsible to supervise and monitor parolees convicted of crimes requiring extended terms of supervision after the completion of their prison time or, in the case of sex offenders, supervision for life.

The Parole Act of 1979 created presumptive parole, meaning that, when an inmate appears before a Board Panel, the assumption, before anything is said or reviewed, is that the inmate has a legitimate expectation of release on his or her parole eligibility date. It is therefore important that the Board make appropriate release decisions based on all relevant information. To assist Board members in this important task, the Board obtains a comprehensive pre-parole package that includes a current psychological evaluation of the inmate as well as a risk and needs assessment tool (the LSI-R) to determine what degree of supervision and what program placement may be appropriate if release is authorized.

The statute provides, as to offenses committed on or after August 19, 1997, that an adult inmate shall be paroled unless he or she has failed to cooperate in his or her own rehabilitation or there is a reasonable expectation that the inmate will violate conditions of parole. This statutory standard implements an important objective of parole—namely, to encourage an inmate to avoid institutional disciplinary infractions and to participate in institutional programs while incarcerated. The anticipation of parole provides a powerful incentive for the inmate to

develop pro-social personal goals and strengths and to become motivated for law-abiding behavior.

Once an offender is granted parole release, or, by statute comes under the direct supervision of the Board, the Board then has the continuing responsibility of ascertaining and monitoring compliance with the conditions of supervision that have been established by the Board. If the parolee does not comply with the conditions of supervision, the Board has the lawful authority to issue a warrant for the arrest of that parolee. The arrest of a parolee is made by a parole officer, all of whom are trained and armed law enforcement officers. Following an administrative hearing, a Board Panel may either "revoke" the grant of parole and return the parolee to prison, or modify the offender's parole conditions.

It is the mission of the Board to protect public safety and to promote successful re-entry and reintegration of ex-prisoners into society. In terms of public safety, the Board is a crime-prevention agency. In addition to supervising their regular caseload of parolees, parole officers routinely cooperate with local and state law enforcement agencies in major anti-crime operations. The Board has also formed specialized units to apprehend absconders from supervision, monitor sex offenders and address gang-related crime.

Parole officers also work with the Attorney General's Office, county prosecutors, the U.S. Attorney's Office, the courts, state and local police, county sheriffs, and the Juvenile Justice Commission in the Newark, Camden, and Trenton Safer Cities Initiatives. The goal of these collaborations is to

organize local leaders and the criminal justice community in an effort to reduce violent crime and help city residents feel safe in their homes and neighborhoods.

Another important public safety initiative is the Gang Reduction and Aggressive Supervised Parole (GRASP) joint operation between the State Police Gang Unit, the Department of Corrections, and the State Parole Board's Street Gang Unit. Gang prevention and reduction strategies implemented through this partnership have resulted in numerous arrests and increased public safety.

The Board is also an active partner with the State Office of Homeland Security and Emergency Preparedness, the Federal Bureau of Investigation, the State Police, and N.J. Transit Police in executing various homeland security missions, including the identification and interdiction of potential terrorist activity.

In addition, the Board's mission includes a focus on prisoner re-entry—the process of leaving prison and returning to society, which has become a pressing issue throughout the nation. Ex-prisoners are returning home in large numbers, having spent longer terms behind bars. In New Jersey, over 70,000 inmates will be released in the next five years.

Recidivism, or re-offending, is a problem in New Jersey as throughout the country. A majority of inmates will be re-arrested within three years of their release. However, a study of the recidivism of inmates released from New Jersey state prisons in 2001, shows statistically significant reductions in re-arrest, reconviction, and re-incarceration for those released on parole and placed under parole supervision, as opposed to those who served their maximum sentences and left prison without any supervision.

For the great majority of prisoners—persons convicted of property and drug crimes—criminal justice experts throughout the country have concluded that increasing the length of stay in prisons beyond certain levels significantly increases costs but does not necessarily produce more public safety. Money saved by reducing the prison inmate population can produce a net reduction in crime by being re-dedicated to less expensive yet statistically more effective alternatives to incarceration.

In response to these considerations, the

Board is implementing new approaches to the supervision of parolees. These new programs include diversion to substance abuse treatment, education, vocational training, life skills development, money management, and counseling. On average, these programs cost less than \$40 a day, as opposed to \$90 a day for incarceration.

By way of regional community partnership conferences, the Board has also reached out to the communities to which ex-prisoners are returning and has secured the assistance of ministers, rabbis, imams, and community groups—free of charge—in fostering the successful reintegration of parolees into society.

To effectively combat recidivism, the Board must work together with all branches of law enforcement and the general public. It is only by such a coordinated effort that we can counteract the causes of criminality and successfully address the problems that plague ex-prisoners. The criminal justice system must recognize its own limitations and augment its efforts by deploying prisoner re-entry partnership strategies that take advantage of the resources offered by other government agencies, foundations, corporations, labor unions, non-profit organizations, faith-based entities, community groups, and individual volunteers.

MEMBERSHIP OF THE PAROLE BOARD

The Board is composed of a Chairman, fourteen Associate Members and three alternate Associate Members. All Board Members serve six-year terms, and are appointed by the Governor with the advice and consent of the Senate. The Governor also designates one Associate Member to serve as Vice-Chairman of the Board. The Chairman and Associate Board Members devote their full time to the duties of the Board.

The functions, duties, powers and responsibilities entrusted to the State Parole Board are carried out and implemented in accordance with state law and in adherence to the administrative rules and regulations promulgated by the Board and enacted as part of the New Jersey Administrative Code. Moreover, the Parole Board's employees are constantly reviewing the day-to-day procedures of the

Board to assure that the very significant and important discretionary authority reposed with the Parole Board is discharged in compliance with due process of law and with the primary goal of protecting the safety of New Jersey's cities, towns and communities.

JOHN D'AMICO, JR. CHAIRMAN, 2006

Chairman D'Amico is a respected jurist with over 20 years of public service. A graduate of Harvard College and Harvard Law School, he worked as an attorney specializing in insurance law for over 20 years. He served as a municipal councilman, and a Monmouth County freeholder. In 1988, Judge D'Amico was appointed to the New Jersey Senate to fill an unexpired term. In 1992, Governor Florio appointed him to the Superior Court. Judge D'Amico retired from the bench in 2002, and in August 2003 Governor McGreevey named him as the Chairman of the State Parole Board.



PAUL CONTILLO VICE-CHAIRMAN, 2009

A respected legislator and community advocate, Mr. Contillo was appointed Vice-Chairman of the Board in 2003. Having served as a Paramus councilman, and several terms in both the state Assembly and Senate, Mr. Contillo is a renowned ethics advocate. Mr. Contillo served as the founding Chairman of the Bergen County Ethics Board; founding Chairman of the N.J. School Board Ethics Committee, which was created by legislation written by Mr. Contillo; and as Chairman of N.J. Common Cause. Mr. Contillo served as Chairman of a NASDQ Arbitration Panel for twenty years and remains an inactive member. Mr. Contillo retired from the presidency of Allied Reproductions, Inc. and has attended Brooklyn College and Rutgers University.



HERIBERTO COLLAZO, 2006

A dedicated social service professional, Mr. Collazo joined the Board in 2001 after two decades with the Camden County Board of Social Services. Mr. Collazo attended Camden County Community College and Southwest Texas University. Mr. Collazo's commitment to the community includes service as a Red Cross disaster relief team member who responded to hurricanes Hugo and Andrew. This service earned him the American Humanitarian Award from the Red Cross. He remains active in numerous youth athletic organizations.



RENI ERDOS, 2010

Appointed in 2004, Ms. Erdos has held numerous positions in the legal and legislative areas. A graduate of Seton Hall Law School, she was the director of the Division of Consumer Affairs during Governor McGreevey's administration. Ms. Erdos has taught classes in legislation at the Seton Hall Law School and New Jersey public policy at Kean University. In addition, Ms. Erdos has been active in several community organizations including Runnells Hospital, and the Hospice and Home Health Care Advisory Board of Union County. Ms. Erdos was a member of the New Jersey Electoral College in 1996.



CARMEN M. GARCIA, 2007

Prior to joining the Parole Board in 2004, Ms. Garcia was Chief Judge of the Municipal Court of Trenton. A seasoned attorney, Ms. Garcia clerked for the Honorable Joseph H. Rodriguez, U.S.D.J. and was Assistant Counsel to Governor Kean in the areas of education, labor and personnel issues. Ms. Garcia remains active in the Hispanic State and National Bar Associations, the



Susan G. Komen Breast Cancer Foundation, and as a trustee of the Camden Catholic High School and of the New Jersey Women Lawyers Association. Additionally, she was recently elected to the Hospital Board of Directors for Capitol Health System Inc. Ms. Garcia serves as a juvenile panel member.

THOMAS P. HAAF, 2007

A former businessman, Mr. Haaf has served on the Board since 2001. He has served the educational community as Vice-President of the Woodstown-Pilesgrove Regional School Board,



President of the Salem County School Board Association, and as a member of the Board of Directors for the N.J. School Boards Association for five years. Mr. Haaf has dedicated his life to

working with young people. He has been active in the Regional Drug Task Force and has served on the Salem County Drug Abuse Council. He has served as President of "Esteem," a school drug alliance committee formed in partnership with the N.J. Department of Health. Mr. Haaf has also served the state as Chairman of the N.J. Retail Merchants Association, and with two terms on the electoral college and four years as Chairman of the N.J. Economic Development Site Task Force Commission. Presently Mr. Haaf serves on the Pilesgrove Township Planning Board and on the Board of Trustees for the Ronald McDonald House of Southern New Jersey.

CHARLIE JONES, 2012

Mr. Jones' appointment to the Board in 2006 marked the beginning of his third career. After



retiring from Trans World Airlines in 1992 with two decades of managerial and customer service experience, he joined the staff of the City of Newark, progressing two years later to the Mayor's Office.

Mr. Jones served the people of Newark as a mayoral

aide and liaison to numerous community organizations.

VELERIA N. LAWSON, 2009

Ms. Lawson was appointed to the Board in 2003. A licensed clinical social worker with degrees from Bennett College and Howard University



School of Social Work, Ms. Lawson has committed her career to helping young people. Prior to joining the Board she worked for the Middletown School District. She has served

as a juvenile panel member for three years. She remains active in her community and as a member of the Delta Sigma Theta sorority.

NORMAN M. ROBERTSON, 2007

Mr. Robertson joined the Board in 2002, as part of a distinguished career of public service. A three-term Passaic County freeholder, he served one



term in the state Senate. After graduating from Fordham Law School he joined the firm of Rogers and Wells in New York City, and opened his own firm in 1981. He is a past President of

the Passaic County Historical Society and past President of the Passaic County United Way.

LOUIS ROMANO, 2012

Mr. Romano was appointed by Governor Codey and joined the Board in 2006. A retired Vice President of Operations for a major east coast trans-



portation firm, Mr. Romano served as state Senator Coniglio's aide immediately prior to his appointment. He has served his community as Chairman of the Paramus Zoning and Planning

Board, the Affordable Housing Council, and as past President of Paramus UNICO, an Italian-American service organization. Mr. Romano is currently serving as a Paramus Borough Councilman.

YOLETTE ROSS, 2011

Ms. Ross' appointment to the Board in 2005 was a homecoming to community-based corrections. Ms. Ross began her career as the first African American criminal probation officer in



Salem County and moved on to hold posts of increasing responsibility in the Division of Gaming Enforcement, Secretary of State's office, state Assembly and Senate staff, culminating as Deputy Chief of Staff to Governor Codey. She holds degrees from William Paterson University, and Rowan University, where she has been an Adjunct Professor. Ms. Ross is a trustee of Gloucester County Community College and is a member of the Board of Directors for the Gloucester County Community College Foundation. Ms. Ross is also President of the Deptford Township Library Board.

KENNETH L SAUNDERS, SR., 2006

Rev. Saunders was appointed in 2002 to the Board by Governor McGreevey. A former Piscataway Township Councilman-at-Large, serving as council President for two



terms, Rev. Saunders has been the Pastor of the North Stelton A.M.E church since 1989. He holds several advanced degrees including Doctor of Philosophy in communications, summa cum laude; Doctor of Sacred Letters; Doctor of Humanities; and Doctor of Divinity. He is a member of the Supervisory Council and Board of Trustees of the New Brunswick Theological Seminary. Rev. Saunders is a member of the Piscataway Civil Rights Commission; the N.A.A.C.P.; Piscataway Concerned Citizens Alliance; and is a past member of the Board of Ethics for the Township of Piscataway; Metlars House Museum, Inc.; and the Middlesex County Youth Services Commission.

He served for many years on the Board of Trustees for the Piscataway Senior Citizens, and as President of the Community Relations Committee of Edison Job Corps.

PETER JAMES VAN ETTEN, 2007



A retired Belmar Borough Police Captain, Mr. Van Etten was appointed to the Board in 2001. He is a former Chairman of the Police and Fireman's Retirement System Board of Trustees.

RUBY WASHINGTON, 2007

Rev. Ruby J. Washington was raised and educated in Racine, Wisconsin. She is currently pur-



suing a Ph.D. in organizational management and urban ministries with an expected graduation of December 2006. She holds a BS in business administration and a Masters degree in corporate communication. Prior to her appointment she was the Chief of Probation for Atlantic and Cape May Counties. Rev. Washington was the Chairperson of the Teen Summit for Shiloh Baptist Church to address issues of HIV/AIDS, gangs, violence, teen pregnancy and drugs.

Agency Accomplishments

DISCHARGE PLANNING FULLY IMPLEMENTED

In Fiscal Year 2005 the Parole Board introduced its 'continuum of supervision' model with the implementation of pre-discharge planning for inmates about to be paroled. Discharge planning has now been implemented for all parolees in New Jersey.

Discharge planning allows a free flow of offender information between parole counselors at the correctional facility and parole officers who will supervise the offender while on parole. Each plan is comprehensive in scope and covers such categories as criminal detainers, medications, mental health needs and special physical problems, communication barriers, rehabilitative programs completed and those still needed, substance abuse problems and educational, vocational and housing needs. The plan also evaluates potential for re-offending and factors which would tend to increase this risk.

The main technology application instrument for the Parole Board, the Parole Board Information System (PBIS), has been reconfigured to include a 'Release Tracking' component. Critical offender information can now flow freely between Parole Board personnel at the correctional institution and field-based personnel supervising the offender on parole. Full implementation of this 'continuum of supervision' model has maximized the opportunities for successful and safe reintegration of the parolee into the community.

EVIDENCE BASED PRACTICES (EBP)

In Fiscal Year 2005, Parole Board Chairman John D'Amico, Jr. established an ambitious new agenda for the Parole Board: "Evidence Based Practices" or "EBP" for short. The EBP agenda will continue to bring sweeping changes to all of the agency's supervisory and administrative practices. In all departments, agency personnel re-focused their efforts on achieving objective and empirically verifiable results for genuine rehabilitation of ex-prisoners and the protection of public safety.

ELECTRONIC CASEBOOK

During the second half of Fiscal Year 2006, the Division of Parole began the use of a new automated case management and tracking system. This new "Electronic Casebook" allows parole officers to record their case notes in an automated database that sorts and stores the data, making it available to all parole officers and supervisors in real time. This innovation has allowed parole officers to dispense with their traditional paper casebooks that were the record keeping system for parole supervision for the past fifty years. All 14,000 cases under supervision have been converted to this new system, and now case records are available electronically.

INTERAGENCY INITIATIVE WITH THE DEPT. OF LABOR

During FY 2006, the Board collaborated with the Department of Labor's Office of Workforce Development to provide training to SPB Community Programs Division staff in an effort to standardize community program employment services with DOL's Job Steps and One Stop Operating System (OSOS), which includes literacy training and data base access.

N.C.C. SPECIALIZED TRAINING

During FY 2006, the Board's Community Programs Division (CPD) partnered with New Community Corporation's (NCC) Workforce Development Program to coordinate the placement of parolees in specialized training programs including automotive technician, culinary arts and the construction trades.

COMMUNITY PROGRAMS

During Fiscal Year 2006, the Parole Board expanded its residential Halfway Back treatment programs to address gang issues. The Community Partnership Unit conducted regional conferences at Princeton University for the Mercer County region and in Jersey City. Regional task forces were established to address re-entry issues such as employment, addiction, housing, education and faith-based collaborations.

P.A.T.H. PROGRAM

In April 2006, the PATH Program (Parole Aftercare and Transitional Housing Program) opened in New Brunswick operated by the New Jersey Association on Corrections (NJAC) under a contract with the Board. This 20-bed facility serves homeless adult male parolees who are “placement cases” and who are in need of transitional and re-entry services.

P.R.O.M.I.S.E.

On May 1, 2006, the Board’s Community Programs Division initiated P.R.O.M.I.S.E. (Program for Returning Offenders with Mental Illness Safely and Effectively), which is a pilot program for mentally ill offenders on parole operated by the Volunteers of America, Delaware Valley under a contract with the Board. This specialized program is located in Camden and was designed to provide mental health services, case management and supervision along with supportive housing to up to 30 parolees on an annual basis. The program is the result of a collaborative effort among the Board, the NJDOC, the Division of Mental Health Services and the Housing and Mortgage Finance Agency.

SATELLITE TRACKING OF SEX OFFENDERS

In August 2005, the Sex Offender Monitoring Pilot Project Act was enacted. The Act authorized the Board to operate a two-year pilot program to place up to 250 sex offenders under Global Positioning System (GPS) Monitoring.

Fiscal Year 2006 marked a “giant step” forward for New Jersey’s ability to use GPS to track and monitor—on a continuous basis—the movements, activities and whereabouts of its most serious sex offenders. Such offenders are classified as “Tier III” offenders because they are considered to be at a “high risk” for re-offending (“Moderate risk” offenders are classed in “Tier II” and “low risk” offenders in “Tier I”).

In Fiscal Year 2006, 125 “Tier III” sex offenders - all those not currently civilly committed or in

custody - were identified, located and placed on 24-hour continuous remote and electronic monitoring by specialized officers of the State Parole Board. GPS can immediately pinpoint the location and movements of sex offenders. The tracking data of any program violations is communicated back to the State Parole Board, and parole officers are dispatched to enforce parole conditions.

SEX OFFENDER MANAGEMENT UNIT EXPANDS

In response to the increasing population of sex offenders under supervision, the Sex Offender Management Unit was split into two operational units, north and south, each under the command of a Parole Lieutenant and with both under the command of one Parole Captain. North Jersey sex offender supervision is now operated from a headquarters in Paterson while South Jersey operations are run from central office in Trenton. General supervision operations for the northern counties of Bergen, Morris, Passaic, Sussex and Warren are now operated from the new Passaic District Office that became operational in April 2006.

SERIOUS AND VIOLENT OFFENDER RE-ENTRY INITIATIVE

Since 2002, the Parole Board has secured federal funds to operate the SVORI program--“Serious and Violent Offender Re-entry Initiative.” A collaborative effort with the Department of Corrections and the Juvenile Justice Commission, the program focuses in on a pre-selected group of adult and juvenile offenders with a history of serious criminal offenses. The program uses an enhanced and specialized array of rehabilitative services designed to ensure successful reintegration back into communities and arrest predicted cycles of recidivism. With pilot programs in Newark and Camden showing definitive results in their first several years of operation, SVORI’s success in reducing recidivism and increasing public safety demonstrates the need for renewed federal funding.

Chairman's Annual Address

Delivered 11/29/06 at the State House Annex

On behalf of the State Parole Board I want to thank all of you for attending our Annual Open Public Meeting. This is a tremendous opportunity for us as an agency to review the past year's work, establish new goals for the coming year, and to receive your input. Your participation is vitally important to our success.

I would like to thank the associate members of the Board for their hard work over the past year. Our agency has undergone and is undergoing a thorough process of transformation and the commitment of the members of the State Parole Board to this process has been crucial. I thank you for your efforts.

I also want to thank the Board's executive staff for their hard work and service: Executive Director Michael Dowling, Deputy Executive Director Joe Shields, Director of the Division of Parole, Thomas James, Director of Release, Larry Gregorio, and recently retired Director of Community Programs, Kevin McHugh. If time permitted me, I would separately name and recognize each and every unit chief and department head for they, along with the executive staff, have put forth tremendous efforts and achieved remarkable results.

Thanks and recognition are also due to every one of the seven hundred employees who comprise the State Parole Board. From Vineland to Newark, in every state prison, in 12 district offices and in the central office in Trenton, our dedicated parole officers, hearing officers, parole counselors, and support staff members, ensure that the Board's mission is executed in a professional and effective manner each and every day.

Since coming to the State Parole Board in 2003, I have attempted to harness the talents and energies of the educated, experienced and dedicated people of this agency to accomplish a new vision for the way parole is practiced in New Jersey.

Fortunately for all of us, and because of the commitment of Governor Corzine and his predecessors, everyone at the State Parole

Board, and community groups and organizations across this state, we have made the difficult choice of engaging the challenges of genuine rehabilitation. We have engaged this challenge on five separate fronts: results, continuity, public safety, fiscal responsibility and relevance.

First and most importantly, are we, have we been, getting results? If so, how do we continue to capitalize on those results and weave them into the fabric of parole in New Jersey?

We think that we have taken an important step in that direction with the development and institution of our Evidence-Based Practices Supervision Program. In 2005 studies showed that, since 1999, the state prison population in New Jersey has dropped by a remarkable 14 percent. The two principal factors causing this drop were an increase in the parole rate and a decrease in the number of technical parole violators being returned to prison. With these numbers, New Jersey has bucked a nationwide trend and saved its taxpayers millions of dollars in new prison costs.

Preliminary findings of studies contrasting parolees and "max-outs" are showing another remarkable fact: on all of the major indicia of recidivism—rearrest, re-conviction and reincarceration—former prisoners who reentered their community on parole are faring significantly better than those who just "maxed-out." Within two years of completing their sentences, almost 50% of parole completers have remained out of the criminal system, while some 71% of "max-outs" were re-arrested.

With results like these, it has become clear that Evidence-Based Practices are working. We have taken a major step with our Evidence-Based Practices Supervision Program. The program represents a new system-wide method of parole supervision and a major shift in the way we supervise parolees. In an effort to move away from quantitative contacts and toward qualitative contacts, a committee of parole supervisors and officers have formulated a "Case Plan Agreement" or "CPA" tailored to

the individual rehabilitative needs of each parolee. Each CPA focuses on the qualitative factors that bear a direct correlation to successful community reintegration: factors such as education, job-training, meaningful employment, addiction recovery and family re-unification.

The Case Plan Agreement will be signed by the parolee and his or her parole officer. It is designed to identify the specific needs of a parolee as well as provide a detailed assessment of a parolee's "risk areas." The CPA will establish two or three "tracks" and motivate the parolee to achieve specified goals with the assistance of the parole officer. The progress of each parolee will be measured and evaluated, thereby providing a yardstick by which to gauge the effectiveness of the approaches adopted by the parole officer in each particular case.

Individually designed Case Plan Agreements (CPAs) are modeled to work in tandem with the Level of Service Inventory—Revised, or, LSI-R; an objective risks and needs evaluation which the Parole Board introduced last year. The LSI-R, along with Evidence-Based Practices, has become a common platform of continuity for focusing the efforts of parole supervision and the clinical aspects of parole practice; from intake by the parole counselors at each institution, through the release hearing process, case formulation and planning, and finally to supervision itself.

The Case Plan Agreement is also designed to work in tandem with another new Evidence-Based Practices tool: the "Behavior Response Matrix." The Matrix is intended as a guide for parole officers and their supervisors in establishing appropriate rewards for positive progress by parolees and proportional responses to violations of conditions of parole. The Matrix lists a series of alternatives to the "all-or-nothing" practice which has hitherto marked our response to parole violations. In cases where re-incarceration is not indicated and may be counter-productive to the rehabilitative effort, graduated sanctions can save taxpayer dollars without an adverse impact on public safety.

The second major front on which we have

engaged the challenge of rehabilitation is that of continuity: We have continued to nurture and grow the partnerships we have established with a rainbow of community groups, churches, mosques and synagogues—partnerships that we pioneered in 2004 and 2005. What we suspected all along has become a truth which we have come to live by: community partnerships--active and alive--are absolutely necessary to achieving any real, lasting and genuine rehabilitation.

Our Community Partnership Unit has been made a permanent part of the Division of Community Programs. Since 2004, the Community Partnership Unit has saved the taxpayers of New Jersey millions of more dollars in correctional costs and associated expenses by facilitating successful re-entry of former prisoners into society. The Community Partnership Unit has arranged and hosted nine major community partnership conferences in every area of our state, with additional conferences scheduled for 2007. These conferences continue to result in the establishment of permanent Regional Task Forces in all areas of the state and the formation of effective and lasting partnerships with local government agencies, foundations, corporations, labor unions, non-profit organizations, faith-based entities, community groups and individual volunteers and mentors. Active partnerships between the Parole Board and this array of community-based groups continue to help ex-offenders rebuild their lives and stay out of prison. Since their inception, these partnerships have helped thousands of ex-offenders get jobs, education and training, addiction and recovery services, housing, transportation, food, clothing and furniture and have helped them to once again reconnect with their respective faiths and religions. As of the close of this year, faith-based programs in league with the Parole Board, have generated in excess of 4 million dollars in community support services.

The calendar year 2006 has seen a continuation of the Parole Board's efforts to eliminate major barriers to successful community re-entry for ex-prisoners. This year the Board launched the PROMISE program—the Program for Returning Offenders with Mental Illness Safely

and Effectively. PROMISE is a supportive residential housing project where parolee/residents can receive wrap-around mental health and re-entry services. Community mental health treatment teams from the Department of Mental Health Services will work to ensure that the parolees are taking their medications and engaging in appropriate re-entry activities. The program represents a joint effort of the Parole Board, the Department of Corrections, the New Jersey Housing and Mortgage Finance Agency and the Department of Human Services, all working toward goals established by former Governor Codey's Task Force on Mental Health. The program received major news coverage this summer in the Star-Ledger, the Bergen Record and the Trenton Times and has been credited with saving New Jersey taxpayers hundreds of thousands of dollars that would normally be expended for the repeated hospitalizations and re-incarcerations to which mentally ill parolees are prone.

Another breakthrough in correctional savings and community-based rehabilitation was initiated this year at the Parole Board. Recognizing that female parolees face unique barriers to re-entry into their communities—barriers complicated by issues of child-bearing, child-rearing, health, nutrition and educational needs—the Parole Board started a pilot program in Essex County to address the special rehabilitative needs of female parolees, called the Specialized Re-entry Program for Women in Newark and Essex County. Our goal in the coming months and years is to provide gender specific re-entry assistance that will enable female parolees to lead normal lives as productive citizens.

Another major re-entry initiative, the AmeriCorps VISTA program, continues to expand and play a major role in community-based rehabilitation and parole.

The federally based Corporation for National and Community Service is providing funding, training and support for fourteen full-time VISTA workers to provide direct and individualized guidance and assistance to parolees and to the families of parolees so that the fami-

ly, as a unit, may make gains in the areas of education, job-training, affordable housing, productive employment, recovery services and other health and nutritional services. VISTA's involvement has resulted from the hard work done by Bud Scully and parole staff to make the Parole Board "compliance-ready" to house and manage the workers on terms set by the federal government. To have the labors of 14 full-time, educated and trained rehabilitative workers is a welcome gift to the taxpayers of New Jersey.

The third major front where we have engaged the challenge of rehabilitation is in the area of public safety. The safety and security of our streets and neighborhoods, our schools and parks, our homes and our workplaces has been the primary mission of the Parole Board since its modern-day inception with the Parole Act of 1976.

In 2006, we moved forward with this mission on a number of fronts. One of the most important of these, and one with which we bear a unique and special trust, is the protection of our children from sexual predators. That is why we have continued to expand and grow our Sexual Offender Management Unit, or SOMU for short.

We continue to equip the SOMU and our Electronic Monitoring Unit with the latest in law enforcement technology; from Global Positioning Monitoring for high-risk sex offenders, to this year's latest advancement: the introduction of polygraph examinations to help officers supervise sexual offenders and detect the need for further treatment. This year the Parole Board has dedicated three of its officers to fifteen weeks of professional polygraph administration training so as to begin the work of making polygraphy a permanent part of SOMU operations.

Also this year and for the third year running, the Parole Board has approved special conditions restricting the activities of convicted sexual offenders under the Board's supervision during the night of Halloween.

The Board now supervises some 3,000 sex offenders serving terms of community and parole supervision for life. Since the inaugura-

tion of the satellite monitoring program, the Board has placed 135 high-risk offenders under continuous remote surveillance and tracking, and we are well on our way to reaching our initial stage goal of 250 such offenders under monitoring. There is already strong evidence that this program is helping our parole officers to move with extraordinary speed and efficiency to prevent problems before they happen. This year officers were able to immediately locate and arrest offenders who had violated the terms and geographical limitations of their parole: often within hours of a signaled violation.

As the media this year continue to proclaim, 2006 will go down as “the year of the street gangs.” Street gangs have proliferated in every major urban and suburban area of our state and have come to pose a major threat to our youth and to the safety of our communities and neighborhoods. The Parole Board has mobilized to engage and neutralize this threat.

Today, some five years since its formation, the Parole Board's Gang Reduction and Aggressive Supervision Program, or “GRASP” for short, has brought some 800 known gang members and suspected gang members under specialized supervision and control. Parolees under such supervision cannot wear gang colors, attend any gang functions, engage in any recruiting activity or possess any gang related literature or photographs.

GRASP continues to remain abreast of the very latest in research and studies concerning gang activity. It sponsors frequent training seminars for Parole Board members and staff as well as presentations in schools and classrooms. The newly developed “GREAT” program or “Gang Reduction Education and Training,” is currently training several parole officers to present elementary, middle and high school programs. These programs are designed to divert young people away from gang affiliation at as early an age as possible. It is hoped that such a program will become a permanent part of the educational landscape in New Jersey.

GRASP also coordinates the participation of specially trained parole officers in joint law enforcement and multi-agency operations; oper-

ations such as the statewide program, “Operation CeaseFire” and the Camden “Safer Cities” Initiative. These operations are designed to take weapons off of the streets of our neighborhoods, cities and towns. In 2006, parole officers participating in the Camden “Safer Cities” Initiative, in a single night's operation, confiscated a 16 gauge shotgun, a .380 caliber handgun and a substantial amount of drugs.

In May of this year, parole officers arrested a key, high-placed operative of the Latin Kings organization while at the same time confiscating over 1,300 bags of heroin and interrupting the supply of tainted heroin that was causing numerous deaths in the Camden area. Similarly in March of this year, Senior Parole Officer Mark Easie— notwithstanding his having sustained injuries and threats to his own safety by fellow gang members in the vicinity— effected the arrest of a well-known “Bloods” gang member and intercepted 400 bags of cocaine in his possession that was packaged for distribution and sale. As these examples show, officers of the State Parole Board continue to demonstrate bravery, intelligence and the highest standards of professionalism in law enforcement.

The fourth major front on which we are engaging the challenge of genuine rehabilitation is fiscal responsibility. It has become painfully obvious to everyone that governments at every level—federal, state and local—must continue to do more with less. Taxpayers are rightfully demanding that spending be kept in check and reduced where possible.

The Parole Board has risen to this challenge without reducing its commitment to achieving real results, maintaining the continuity of our community partnerships, steadily increasing the level and the quality of public safety and protection, and remaining absolutely relevant in the new millennium.

Just weeks ago, the Parole Board announced the adoption of new procedures for the processing of county parole cases—procedures that stand to save counties as much as \$ 2 million dollars every year in corrections. The

new process allows for the waiver of costly and often redundant initial hearings with the inmate proceeding directly to his or her Board Panel release hearing.

Weeks of costly waiting time are eliminated and the County parole process is at once made more efficient, relevant, and economical.

The fifth and final front on which we engage the challenge of rehabilitation, is on the front of relevance. What do I mean by “relevance”? “Relevant” to whom?

For me, “relevance” has many facets.

For example, we have become relevant to other paroling authorities in the sense that we are admired and emulated throughout the nation for our innovative Parole system. For example, I would like to quote from a letter I received from the Chairman of the Pennsylvania Board of Probation and Parole after she and key members of her staff visited our offices in January:

“As a result of meeting with you and your staff, we gained a wealth of knowledge and fully expect to translate that knowledge into a more successful system of offender reintegration here in the Commonwealth of Pennsylvania...The Pennsylvania Board is in the process of finalizing the components of our own enhanced re-entry process...including developing alternative sanctions and management interventions for technical parole violators...(and)...maximizing community-based alternatives to re-incarceration...I'm confident that, with the knowledge you've shared, we will be successful.”

We are “relevant” to our fellow-citizens in the communities that we share. Since the devastating impact of Katrina on the City of New Orleans, our parole officers and staff members have volunteered their time and energies to help with the rebuilding campaign. Each month this year I received reports of parole officers and staff traveling to New Orleans and surrounding areas to donate their time and labor to help others in need.

On September 23rd, the parole officers and staff at Parole District Office Number 4, sponsored a “Day of Community Service” in Jersey City. On that day, eleven officers and staff

members rolled up their sleeves and helped other community groups clean up a Jersey City reservoir in preparation for an educational visit by hundreds of Jersey City school children. I am proud of all of these Board officers and employees. They have demonstrated what “being relevant” means for us as an agency and as a vital part of New Jersey's neighborhoods and communities.

Finally, we are “relevant” to other New Jersey State departments and agencies, to other towns and locations and to other professions. In May of this year, the Board partnered with the New Jersey Department of Environmental Protection and the New Jersey Tree Foundation to embark on an ambitious, ten-year project to install and plant over 2,500 large shade trees and 100,000 saplings across the state. It is expected that, by the project's end, several hundred parolees will have been paid the prevailing wage for their work in the project, as well as having received intensive training in the practices and skills needed to work in the horticultural industry. Significantly, outside funding sources will be financing the entire ten-year project.

At the conclusion of last year's address, I enunciated my hope that we as a Board and as an agency could continue to strive for a multiplicity of “synergies”—synergies that would provide an array of effective and meaningful rehabilitative collaborations in New Jersey. These synergies have borne fruit and have become the foundation for the successful re-entry of ex-prisoners in the State of New Jersey and in other states. It is my sincere desire that this Parole Board, all of its Associate Members, its Officers and its employees, will continue to engage the challenge of true and meaningful rehabilitation on all fronts: results, continuity, public safety, fiscal responsibility and relevance. Thank you.

Annual Operations

The functions of the State Parole Board can be divided into three broad categories: hearings, supervision and community programs. Each of these divisions carry out the mission of the Board.

DIVISION OF RELEASE

The Division of Release comprises more than 150 civilian employees in Trenton and has offices in each of the state's 15 correctional facilities. The primary duty of the Division of Release is to evaluate and assess each of New Jersey's approximately 27,000 adult incarcerated offenders and determine their eligibility and appropriateness for parole release.

The Division of Release prepares each case for hearing and consideration by members of the

State Parole Board and is responsible for gathering and summarizing for the Board Members professional reports concerning an inmate's criminal history, including his current offense, an inmate's social, physical, educational and psychological progress to date, and an objective social and psychological risk and needs assessment.

Except in "No Early Release Act" cases or where the courts have determined otherwise, an inmate becomes eligible for parole after serving one third of his or her prison sentence. Eligibility for parole, by itself, however,

does not mean that an inmate will automatically be granted parole release. Before any decision about parole release is made, an inmate must go through the parole hearing process.

The first step in the parole process is the initial hearing. A Board hearing officer conducts this preliminary review of the inmate's appropriateness for parole release.

The next step in the process is the Panel hearing where the inmate appears before a two member panel of the Parole Board that

STATE INMATES PAROLE STATISTICS

	2006	2005	2004	2003	2002	2001	2000
Initial Hearings							
Scheduled	15,709	15,421	15,075	15,953	15,993	17,112	11,454
Conducted	13,907	13,025	13,614	13,460	11,536	14,675	10,973
Parole recommended	913	1,218	1,314	1,581	2,069	3,611	2,169
Deferred	195	269	779	4,113	4,457	2,437	442
Referred to panel	12,044	11,538	10,618	10,259	9,467	11,064	8,804
Two-member Panels							
Scheduled	13,583	12,866	12,700	12,995	11,741	14,804	11,569
Decided	12,488	11,676	11,827	12,021	13,720	18,440	13,837
Deferred	159	167	160	143	93	83	1,168
Parole denied	5,501	4,804	4,945	5,627	5,782	7,293	4,182
Parole granted	6,982	6,871	6,877	6,394	5,958	7,261	6,009
Three-member Panels							
Decided	53	40	53	55	63	266	40
Parole denied	53	40	53	35	62	260	40
Parole granted	0	0	0	2	1	2	0
Full Board Panels							
Decided	15	20	18	27	39	60	4
Parole denied	11	7	12	17	22	26	2
Parole granted	4	13	6	7	15	34	2
Administrative review							
Reviewed	804	1,043	1,268	1,575	2,212	3,878	2,401
Denied	143	163	180	199	223	242	133
Parole granted	657	879	1,084	1,374	1,989	3,636	2,268
Total state inmates paroled	7,643	7,763	7,967	7,777	7,947	10,897	8,277

Hearings

will make a decision to either grant or deny parole. The Parole Act provides that an adult inmate shall be paroled unless the Board Panel determines that the inmate has failed to cooperate in his or her own rehabilitation or will violate conditions of parole if released.

An important part of the Panel's decision-making process is input from crime victims who can submit comments in writing or present testimony in a confidential "victim input" hearing. The inmate is not present at such a hearing and is not informed that the victim has or has not testified.

If, after hearing and considering all relevant factors and evidence, including evidence and testimony presented by the inmate, the Board Panel declines to grant parole, the Panel will set a Future Eligibility Term (FET). This term establishes the length of time that must be served before the inmate can again become eligible for parole and appear again before the Parole Board. This term can vary from eleven months to three years or longer.

If the Board Panel decides to grant parole for an inmate, the Panel may establish additional special conditions with which a parolee must comply, such as the requirement that the parolee seek employment, submit to random drug tests, and obtain substance abuse counseling.

A Board Panel may also refer the parolee to the Community Programs Division for assignment to a residential or day reporting treatment facility as appropriate.

REVOCATION UNIT

The primary function of the Revocation Unit is to conduct hearings to determine if a parolee has violated, or is otherwise not complying with, the terms and

conditions of his or her parole release. Hearing officers from this unit make formal recommendations to members of the Board concerning parolees, including whether or not they should have their parole status revoked and be returned to prison or have the terms and conditions of parole modified in some fashion.

If a parole officer has reason to believe that a parolee is seriously or persistently violating the conditions of parole, the officer may arrest the parolee and return him or her to jail pending a hearing. The Board will then assign a hearing officer to conduct a revocation hearing. The purpose of the revocation hearing is to determine whether the charged parole violations have been committed and are sufficiently serious or persistent to require parole revocation or some other appropriate measure (for example reassigning the parolee to a different level of parole supervision or setting new conditions for parole).

The Revocation Unit also conducts Rescission Hearings prior to the release of an inmate. If the Board Panel receives new information before the release date of an inmate who has been granted parole—typically relating to a new institutional infraction—the

COUNTY INMATE PAROLE STATISTICS							
	2006	2005	2004	2003	2002	2001	2000
Initial Hearings							
Scheduled	5,501	5,110	5,711	5,485	5,788	5,363	5,165
Conducted	3,717	3,504	5,038	4,862	5,030	4,521	4,372
Recommend for parole	1,125	1,291	1,455	1,812	1,908	1,755	2,128
Deferred	292	298	277	97	66	174	475
Not feasible	1,152	1,148	1,724	1,660	1,908	1,607	1,132
Refer to panel	2,103	1,837	1,582	1,293	1,148	985	637
Panel Hearings							
Scheduled	2,548	2,328	2,205	1,560	2,663	2,440	2,636
Decided	2,354	2,117	2,001	1,416	2,534	2,193	2,420
Deferred	12	17	13	7	10	33	27
Parole denied	766	945	971	599	149	39	15
Parole granted	1,493	1,155	1,030	817	2,385	2,154	2,405
Administrative review							
Reviewed	1,125	1,291	1,455	1,812	1,908	1,755	2,128
Denied	140	56	221	225	211	77	12
Parole granted	985	1,235	1,234	1,587	1,697	1,675	2,116
Total county inmates paroled	2,478	2,390	2,264	2,404	4,082	3,829	4,521

REVOCATION UNIT STATISTICS

	2006	2005	2004	2003	2002	2001	2000
Revocation initiated	3,474	3,828	3,926	4,945	4,934	4,672	4,635
Continued on parole	711	784	1,001	1,368	1,328	789	586
Revoked-establish term	1,129	1,253	1,210	1,497	1,473	1,358	1,511
Revoked reparaoled	35	87	129	89	213	286	304
Revoked -serve max	1,486	1,618	1,546	1,984	1,920	2,239	2,234
Revoked -serve MSV	111	81	37				
Revoked other		2	2	3			

Board Panel may assign a hearing officer to conduct a Rescission Hearing to determine whether parole release should go forward or be delayed.

Both types of hearings—Rescission and Revocation—are quasi-judicial in nature and proceed according to evidentiary rules and procedures. At the conclusion of both of these types of hearings, the hearing officer makes a recommendation to the assigned Board Panel. That Board Panel is free to accept, reject or modify the hearing officer's recommendation.

JUVENILE UNIT

As part of his authority to make appointments to the State Parole Board, the Governor will, by special appointment, designate certain Parole Board Members to hear matters involving juvenile offenders. These Board Members will constitute the Juvenile Panel and will conduct periodic reviews,

hold hearings, and make decisions for or against the parole of the approximately 1000 juvenile offenders housed in state training facilities.

Assisting the work of the Juvenile Board Panel and comprising an important part of the Juvenile Unit, are the Juvenile Unit Hearing Officers. The Juvenile Hearing Officers are

assigned exclusively to hear juvenile parole matters. By law, hearing officers assigned to hear adult cases may not hear juvenile matters.

Juvenile offenders are interviewed at least four times per year, and their progress is evaluated at each interview. Juvenile parole is normally granted in cases where it appears that the juvenile no longer constitutes a threat to persons or property. If parole is granted, supervision of the juvenile during the period of parole release is provided by officers of the Juvenile Justice Commission.

APPEALS UNIT

The Board's administrative code provides for an appeal process by which an inmate or a parolee may appeal any action or decision of any Board Member, hearing officer or of any other unit or division of the Board. After evaluating and processing an appeal by an inmate or parolee, the Appeals Unit submits its findings and recommendations to the appropriate decision making body. In Fiscal Year 2006, the Appeals Unit processed 613 full board appeal cases, 494 panel reconsiderations, and 2,222 additional appeal related matters.

JUVENILE UNIT STATISTICS

	2006	2005	2004	2003	2002	2001	2000
Time goals established-juveniles	885	1,164	888	783	706	769	835
Quarterly reviews	2,752	2,304	3,045	2,423	2,096	2,277	2,430
Annual reviews	201	228	66	38	64	72	17
Continued confinement	2,291	2,208	3,446	1,407	1,066	1,126	1,189
Serve Max		534	360	482	313	229	175
176							
Review deferred	83	60	145	246	180	232	279
Referred to adult panel	4	72	1	5	15	7	9
Parole approved	444	684	624	516	275	692	753
Revocation							
Revocation initiated	253						
Parole Revoked- serve max	29						
Parole Revoked- set TRD	29						
PIS Revoked- serve max	159						
PIS Revoked- set TRD	25						
Continue on Parole	11						

Supervision

The Parole Board's Division of Parole comprises some 400 sworn law enforcement parole officers and some 60 civilian administrative support employees.

The parole officers are required to hold Bachelors Degrees and complete a rigorous 14-week training program at the Parole Officer Training Academy. After successful completion of the academy, officers must serve a one-year probationary period.

The primary duty of the Division of Parole is the monitoring, supervision and rehabilitation of the approximately 14,000 ex-prisoners under their jurisdiction. These offenders include inmates granted parole release from state prisons and county jails, offenders required to serve a term of post-incarceration supervision under the No Early Release Act, sex offenders required to serve a special sentence of community or parole supervision for life under Megan's Law, and high risk sex offenders required to be monitored via the global positioning satellite pilot program.

Parole officers are assigned to one of 12 statewide district offices or one of six specialized parole units. Each parole officer manages an average caseload of 50 parolees. The job of the parole officer is to ensure that each parolee on his or her caseload adheres to the specified conditions of their parole release.

LEVELS OF SUPERVISION

In order to maximize the chances for each parolee's successful parole and reintegration back into society, every attempt is made to determine the appropriate level and type of supervision needed. General parole supervision is graduated into several levels in accordance with the needs of each parolee. These ranges are: "intense", "regular", "quarterly", "semi-annual" and "annual". In addition to the general supervision levels, the Board has developed the following alternate sanction supervision programs:

IPDP - INTENSIVE PAROLE DRUG PROGRAM: Designed to focus on parolees with significant drug and alcohol problems.

DRC - DAY REPORTING CENTER: A resource center where a parolee is mandated to spend a significant amount of his or her time receiving interview and job acquisition skills, counseling, support and guidance in rebuilding their life.

EM - ELECTRONIC MONITORING: Provides around the clock remote location tracking to make sure that a parolee is where he or she is supposed to be at all times.

The High Intensity Drug Program was discontinued in 2005, and the Intensive Supervision and Surveillance Program (ISSP) will be phased out in 2007. Parolees in these programs will be transferred into other appropriate supervision programs and Community Programs Division facilities.

SPECIALIZED PAROLE UNITS

CPU - COMMUNITY PROGRAMS UNIT: CPU parole officers are assigned to parolees undergoing active treatment for addiction, mental health or other rehabilitative services, within the confines of a residential treatment facility. These officers develop constructive relationships with key personnel and professionals at such facilities and often act as a liaison between the resident parolee, the Board and facility personnel.

PAROLE POPULATION							
	CSL	GS	EM	ISSP	HIDP	IPDP	Total
2006	2,989	9,172	393	605	0	525	14,280
2005	2,612	9,709	367	890	0	516	14,204
2004	2,112	10,679	372	871	178	310	12,799
2003	1,343	8,882	192	1,238	548	258	11,441
2002	915	8,826	155	1,465	585	357	11,718
2001	586	9,373	68	1,494	647	337	12,281

EMU - ELECTRONIC MONITORING UNIT: Since 1996 the Division of Parole has operated a Radio Frequency (RF) Home Confinement Program for approximately 400 inmates and technical parole violators. The EMU operates this program as well as the new sex offender GPS Satellite Tracking Program for up to 250 sex offenders in cooperation with the Sex Offender Management Unit (SOMU).

FAU - FUGITIVE APPREHENSION UNIT: The primary mission of the Fugitive Unit is to conduct investigations into the whereabouts of parole absconders and to apprehend them. The members of the Fugitive Unit are specialists: highly trained in investigations, tactics, and operations, they possess a wide range of law enforcement skills, education and experience. Select Fugitive Unit staff serve on elite law enforcement task forces, most notably the United States Marshals Regional Fugitive Task Forces. All Fugitive Unit staff have been deputized by the United States Marshal Service, so that they may effect apprehensions outside of New Jersey and conduct extraditions.

HSTF - HOMELAND SECURITY TASK FORCE: In response to our nation's need to be ever ready and vigilant, the Parole Board has organized a Homeland Security Task Force. The Task Force is composed of over 50 parole officers and supervisors specially trained for emergency deployment in the event of a catastrophic event. Additionally, parole officers work closely with the F.B.I. and the New Jersey Office of Homeland Security, acting as special investigators and mediums for leads and tips from "confidential sources" among the parolee population concerning potential terrorist activity.

OIS - OFFICE OF INTERSTATE SERVICES: Since 2002, New Jersey has been an active participant in the 50-State, Interstate Compact for Adult Offender Supervision. The compact allows each of the participating states to transfer and supervise each other's parolees where such transfers are deemed appropriate and necessary. Under the enabling statute for the compact, the Parole Board's Office of Interstate Services (OIS) is charged with the responsibility for monitoring the parole supervision of New Jersey parolees in other states and the supervision of other states' parolees placed in New Jersey. OIS is also charged with the extradition of absconders from New Jersey parole and from Juvenile Parole supervision, as well as escapees from the New Jersey Department of Corrections and the New Jersey Court's Intensive Supervision Program.

SGU - STREET GANG UNIT: Parole officers who are specially trained in the subculture of youth and street gangs can more effectively identify, monitor and aggressively supervise parolees identified as having prior or current gang affiliations or membership. Parole officers from this unit partner with officers from other law enforcement and government agencies, including the Attorney General's office, in gang interdiction initiatives.

SOMU - SEX OFFENDER MANAGEMENT UNIT: SOMU parole officers are assigned to monitor and supervise sex offenders serving special sentences of community or parole supervision for life. Officers in this unit receive specialized training in the psychology and behavior of sexual and predatory offenders in order to quickly recognize the "warning signs" indicating an increased risk of re-offending.

Community Programs

The Board's Community Programs Division (CPD) oversees the provision of rehabilitative and treatment services to parolees. Participation in such programs may be made a condition of parole release for a particular offender.

All of the programs offered by the CPD are implemented by contracts with private and non-profit residential and non-residential rehabilitative service providers. The CPD develops and oversees programs for the administration of a wide array of rehabilitative services.

Programs include Day Reporting Centers, Halfway Back residential programs, intensive outpatient drug and alcohol recovery programs, long and short-term residential substance abuse treatment centers, mental and behavioral health resource centers and transitional housing programs. The Division also develops programs designed to address specific rehabilitative needs such as education, vocational and employment training and family restoration. The Division also works in close collaboration with the Board's Community Partnership Unit to optimize its use of community groups and resources in successfully reintegrating ex-offenders into society.

Programs administered by the CPD serve thousands of parolees across the state on a daily basis. The Board's Community Partnership Unit has developed and maintained partnerships between the Board and community based foundations, corporations, labor unions, non-profit organizations, faith-based entities, community groups and individual volunteers and mentors. Through these partnerships, the Board can maximize and optimize platforms of support in the community so that parolees and any other ex-offenders can successfully rebuild

their lives and stay out of the penal system. Moreover, this optimization can be accomplished at no additional cost to the taxpayer.

In Fiscal Year 2006, the Division provided rehabilitative services for approximately 4,000 parolees attending day-long programs and approximately 2,000 parolees enrolled in 30- to 180-day residential programs. At any given time, the programs under contract with the Division are providing full-time rehabilitative programming for one-third of the state's parolee population. The Division also houses a Grants Management Unit designed to procure and manage federal, state and private grant monies available for the rehabilitation and societal assimilation of parolees and ex-offenders.

DAY REPORTING CENTERS (DRC)

Day Reporting Centers are non-residential centers that provide an array of rehabilitative support to parolees. Parolees are normally required to report to such centers on a daily basis and are required to constructively and actively participate in individual and group counseling, educational and vocational programs, employment assistance and planning, and life support programs for housing, food, transportation and medical services.

There are seven DRCs in New Jersey with each center servicing between 50 and 100 parolees. Centers are open and operational 10 hours per day, seven days a week. DRCs serve as inexpensive alternatives to continued incarceration, where such incarceration would no longer serve the needs of society or of the offender. DRCs are excellent vehicles by which the Board can continuously monitor and measure the rehabilitative progress of parolees.

HALFWAY BACK PROGRAMS (HWB)

Halfway Back Programs are highly structured and secure residential facilities. There are nine such facilities, each housing between 50 and 100 parolees or offenders awaiting parole release. The facilities are operated by private or non-profit rehabilitative service providers under contract with the Board.

Parolees may spend anywhere from 30 to 180 days in such a facility. The length of the term is correlated, as much as possible, to the particular needs of a parolee and the progress made toward rehabilitation.

HWB residential facilities include concentrated program components for drug and alcohol recovery and relapse prevention, mental health and anger management, education, employment counseling, money management, gang deprogramming and family restoration.

HWB residents may be allowed daily periods outside of the facility to attend jobs or school or to look for suitable employment. All such time periods spent outside of a facility are strictly supervised and closely monitored to assess a resident's behavior outside of a structured setting.

HWB facilities are often used by the Board as alternatives to incarceration for parolees who have not quite succeeded on ordinary parole release but demonstrate some potential for success in an environment "half-way" between prison and parole.

MUTUAL AGREEMENT PROGRAM (MAP)

The Mutual Agreement Program or "MAP," is designed to provide private licensed substance abuse treatment programs throughout the state. Eight such facilities provide 180-day residential stays while six additional facilities provide outpatient programs on a primary or "aftercare" basis.

MAP assignments are considered to be constructive alternatives to incarceration. MAP assignments are normally considered where a parolee demonstrates potential for successful rehabilitation but for the severity of a substance abuse problem. MAP facilities are also used by the New Jersey Department of Corrections for inmates who have agreed to a residential treatment program as a precondition to their parole release.

RE-ENTRY SUBSTANCE ABUSE PROGRAM (RESAP)

The Re-entry Substance Abuse Program or "RESAP" was designed to focus on the substance abuse problem of three basic categories of parolees: those parolees who were doing well on parole but have suffered a relapse into drug use which has resulted in their being re-incarcerated; those parolees who had experienced some formal substance abuse treatment while incarcerated but require additional such treatment after release; and those parolees who, because of a demonstrated history of substance abuse, require a full six months of residential addiction treatment. The Board currently contracts with four treatment facilities for the provision of RESAP services.

Successful completion of a RESAP is often made a precondition to release on parole or to continuing parole after a violation occurs.

COMMUNITY PROGRAMS STATISTICS

	2006	2005	2004	2003	2002
Halfway Back					
Referred	3,027	3,162	2,517	1,532	739
Placed	2,612	2,759	1,890	1,173	457
Completed	2,003	1,984	1,206	820	245
MAP					
Referred	291	402	518	772	808
Placed	238	310	337	452	479
Completed	125	181	212	274	254

Agency Goals for 2007

AGREEMENT WITH THE DIV. OF MENTAL HEALTH SERVICES

The Board's Community Programs Division is in the process of developing an Interagency Memorandum of Agreement (MOA) with the Division of Mental Health Services (DMHS) to outline the responsibilities of each agency as it relates to parolees who are mentally ill and who are clients of the Program for Returning Offenders with Mental Illness Safely and Effectively (PROMISE).

CONTINUING FORMATION OF COMMUNITY PARTNERSHIPS

In 2004, Chairman D'Amico pioneered the concept of "community partnerships" for the State Parole Board. The driving force behind such alliances is the idea that community and faith-based groups could exponentially further the Parole Board's mission of rehabilitating offenders by successfully reintegrating them back into the community. Such groups, working in partnership with the Parole Board, help remove the numerous obstacles that released offenders face on a daily basis, including access to jobs, education and training, addiction and recovery services, housing, transportation, food, clothing and health care.

The State Parole Board has hosted nine major "Community Partnership Conferences" throughout the state. These Conferences have been attended by hundreds of local government entities, private corporations, non-profit and faith-based groups and have resulted in the formation of permanent Regional Task Forces. The work of these groups and organizations have not only saved New Jersey taxpayers millions of dollars in correctional and rehabilitative costs and expenses, but also have gar-

nered for parolees in-kind services, financial assistance and donations worth more than \$4 million—at no cost to New Jersey taxpayers. They have also brought about a net increase in public safety and security.

The Parole Board plans to vigorously continue its efforts to make these "community partnerships" and the Regional Task Forces through which they work, a permanent and vital part of the rehabilitative landscape in New Jersey. Additional "Community Partnership Conferences" are planned for Fiscal Year 2007.

COUNTY PAROLE REFORMS BRING REHABILITATIVE AND FISCAL GAINS

In Fiscal Year 2007, Parole Board Chairman John D'Amico, Jr. will introduce thoroughgoing changes to the procedures for paroling inmates serving sentences of less than 364 days in county jails. The changes are expected to expedite the scheduling of hearings and increase the number of paroles granted to county jail inmates.

The old county parole system required a lengthy preliminary evaluation, as well as an initial hearing, before the inmate could see the Parole Board Panel. The entire process routinely took several months and the efforts of multiple staff levels at the Parole Board. In many cases, a period of supervised parole release in the community was never reached before the expiration of the relatively short county sentencing period.

The new procedures will give county inmates the opportunity to waive the initial hearing process and proceed directly to the Parole Board Panel for consideration. The changes will allow many more

inmates to be paroled and to have the opportunity to successfully adjust to a law-abiding life. They will also afford the community a healthy adjustment period within which to reintegrate ex-offenders. Moreover, these goals are expected to result in significant monetary savings for New Jersey taxpayers.

EBP SUPERVISION PROGRAM

In Fiscal Year 2007, the Parole Board will build on the rollout of Evidence Based Practices (EBP) initiatives with the introduction of a new EBP supervision program. It will feature a Case Plan Agreement (CPA) between each parolee and his or her parole officer that will establish achievable short and long-term goals dealing with substance abuse, education, employment and family reunification. The CPA will work in tandem with a “Behavior Response Matrix” that is designed to offer the parole officer a menu of proportionate responses to parole violations as possible alternatives to revocation and return to incarceration. It will also include a menu of positive rewards for success.

Use of the CPA and the Matrix will maximize rehabilitative efforts for New Jersey parolees and minimize the high cost of incarceration for state taxpayers.

EXPANSION & TECHNOLOGY UPGRADES FOR SEX OFFENDER GLOBAL POSITIONING TRACKING SYSTEM

Due to its early work and successes in this area, the Parole Board has received legislative authorization to begin to add “Tier II” (moderate risk) and “Tier I” (low risk) sex offenders to its global positioning system (GPS) monitoring program. The Board’s goal for Fiscal Year 2007 will be to add more sex offenders to GPS. These offenders will be

selected for their “at risk” status from Tier II and Tier I offenders based on the risk they pose to the community.

Along with additional offenders subject to satellite tracking, the Parole Board will embark upon a major technology upgrade for the program in Fiscal Year 2007. Recent advances in the accuracy and speed of data transmission for satellite tracking and monitoring technology have generated solicitations for new vendors to provide these systems. The Board is optimistic that, by the close of Fiscal Year 2007, it will have in place a state-of-the-art satellite tracking system for sex offenders in New Jersey.

PROJECT RECONNECT – NEWARK & ESSEX COUNTY

The Board has been coordinating with the Nicholson Foundation, Essex County College, Essex County Welfare, Newark City Welfare, the Workforce Investment Board, the Division of Vocational Rehabilitation, WISE Women’s Center and the Newark Mayor’s Office of Employment Development (MOED) for the establishment of the “Re-entry Center for Offenders in Newark and Essex County” or Project “RECONNECT” at Essex County College. The Nicholson Foundation is planning to hire a full time coordinator for this initiative. It is anticipated that this project will provide wrap around services to parolees in Newark and Essex County.

Appendix A: FACTORS CONSIDERED AT PAROLE HEARINGS

Parole decisions are based on the aggregate of all pertinent factors, including material supplied by the inmate and reports and material which may be submitted by any person or agencies which have knowledge of the inmate. The hearing officer and panel members in evaluating an inmate's case for parole consider the following factors:

1. Commission of a crime while incarcerated.
2. Commission of serious disciplinary infractions.
3. Nature and pattern of previous convictions.
4. Adjustment to previous probation, parole and incarceration.
5. Facts and circumstances of the offense.
6. Aggravating and mitigating factors surrounding the offense.
7. Pattern of less serious disciplinary infractions.
8. Participation in institutional programs which could have led to the improvement of problems diagnosed at admission or during incarceration. This includes, but is not limited to, participation in substance abuse programs, academic or vocational education programs, work assignments that provide on-the-job training and individual or group counseling.
9. Statements by institutional staff, with supporting documentation, that the inmate is likely to commit a crime if released; that the inmate has failed to cooperate in his or her own rehabilitation; or that there is a reasonable expectation that the inmate will violate conditions of parole.
10. Documented pattern of relationships with institutional staff or inmates.
11. Documented changes in attitude toward

self or others.

12. Documentation reflecting personal goals, personal strengths or motivation for law-abiding behavior.
 13. Mental and emotional health.
 14. Parole plans and the investigation thereof.
 15. Status of family or marital relationships at the time of eligibility.
 16. Availability of community resources or support services for inmates who have a demonstrated need for same.
 17. Statements by the inmate reflecting on the likelihood that he or she will commit another crime; the failure to cooperate in his or her own rehabilitation; or the reasonable expectation that he or she will violate conditions of parole.
 18. History of employment, education and military service.
 19. Family and marital history.
 20. Statement by the court reflecting the reasons for the sentence imposed.
 21. Statements or evidence presented by the appropriate prosecutor's office, the Office of the Attorney General, or any other criminal justice agency.
 22. Statement or testimony of any victim or the nearest relative(s) of a murder victim.
 23. The results of an objective risk assessment instrument.
- A hearing officer and panel members may consider any other factors deemed relevant and may move to secure such additional information deemed necessary to ensure the rendering of an informed decision.

Appendix B: CONDITIONS OF SUPERVISION

GENERAL CONDITIONS OF PAROLE

The conditions listed below apply to every individual serving a sentence on parole.

1. You are required to obey all laws and ordinances.
2. You are to report in person to your District Parole Supervisor or his/her designated representative immediately after you are released on parole from the institution, unless you have been given other instructions by the institutional parole office, and you are to report thereafter as instructed by the District Parole Supervisor or his or her designated representative.
3. You are to notify your parole officer immediately after any arrest, immediately after being served with or receiving a complaint or summons and after accepting any pre-trial release, including bail.
4. You are to immediately notify your parole officer upon the issuance by the appropriate court, pursuant to the Prevention of Domestic Violence Act N.J.S.A. 2C:25-17 et. seq., of an order granting emergency relief, a temporary or final restraining order or an order establishing conditions of release or bail in a criminal matter or offense arising out of a domestic violence situation. You are to comply with any condition established within the respective order until the order is dissolved by the appropriate court or until a condition is modified or discharged by the appropriate court.
5. You are to obtain approval of your parole officer:
 - a. Prior to any change in your residence.
 - b. Before leaving the state of your approved residence.
6. You are required not to own or possess any firearm, as defined in N.J.S.A.2C39-1f, for any purpose.
7. You are required not to own or possess any weapons enumerated in N.J.S.A.39-1r.
8. You are required to refrain from the use, possession or distribution of a controlled dangerous substance, controlled substance analog or imitation controlled dangerous substance as defined in N.J.S.A.2C:35-2 and N.J.S.A.2C:35-11.
9. You are required to make payment to the Division of Parole of any assessment, fine, restitution, penalty and lab fee imposed by the sentencing court.
10. You are to register with the appropriate

law enforcement agency and, upon a change of address, re-register with the appropriate law enforcement agency if you are subject to the provisions of N.J.S.A. 2C:7-2.

11. You are to refrain from behavior which results in the issuance of a final restraining order pursuant to the Prevention of Domestic Violence Act, N.J.S.A. 2C:25-17 et. seq.
12. You are to waive extradition to the State of New Jersey from any jurisdiction in which you are apprehended and detained for violation of this parole status and you are not to contest any effort by any jurisdiction to return you to the state of New Jersey.
13. You are to submit to drug or alcohol testing at any time as directed by the assigned parole office.
14. You are not to operate a motor vehicle without a valid driver's license.
15. You are to immediately notify your parole officer of any change in your employment status.
16. You are to submit to a search conducted by a parole officer, without a warrant of your person, place of residence, vehicle or other real or personal property within your control at any time the assigned parole officer has a reasonable, articulable basis to believe that the search will produce contraband or evidence that a condition of supervision has been violated, is being violated or is about to be violated and permit the confiscation of any contraband.

GENERAL CONDITIONS OF COMMUNITY SUPERVISION FOR LIFE

- A. Pursuant to N.J.S.A. 2C:43-6.4(a), any enumerated offense committed prior to January 14, 2004, a court imposing sentence on a person who has been convicted of aggravated sexual assault, sexual assault, aggravated criminal sexual contact, kidnapping pursuant to N.J.S.A. 2C:13-1(c)2, endangering the welfare of a child by engaging in sexual conduct which would impair debauch the morals of the child pursuant to N.J.S.A. 2C:24-4(a), luring or an attempt to commit any such offense shall include, in addition to any sentence authorized by the Code of Criminal Justice, N.J.S.A. 2C:1-1 et seq., a special sentence of community supervision for life.
- B. The special sentence of community supervision for life shall commence pursuant to

N.J.S.A. 2C:43-6.4(b) upon the completion of the sentence imposed pursuant to the Code of Criminal Justice, N.J.S.A. 2C:1-1 et seq. An offender serving a special sentence of community supervision for life shall be supervised by the Division of Parole as if on parole and subject to any special conditions established by the appropriate Board panel and to the following general conditions. The offender shall:

1. Obey all laws and ordinances.
2. Report in person to your District Parole Supervisor or his/her designated representative immediately after you are released on parole from the institution, unless you have been given other written instructions by the institutional parole office, and you are to report thereafter as instructed by the District Parole Supervisor or his/her designated representative.

3. Notify your Parole Officer immediately after any arrest, immediately after being served with or receiving a complaint or summons and after accepting any pre-trial release, including bail.

4. Notify the assigned parole officer immediately upon the issuance by the appropriate court, pursuant to the Prevention of Domestic Violence Act N.J.S.A. 2C:25-17 et. seq., of an order granting emergency relief, a temporary or final restraining order or an order establishing conditions of release or bail in a criminal matter or offense arising out of a domestic violence situation. You are to comply with any condition established within the respective order until the order is dissolved by the appropriate court or until a condition is modified or discharged by the appropriate court.

5. Reside at a residence approved by the assigned parole officer.

6. Obtain the permission of the assigned parole officer prior to any change of residence.

7. Obtain the permission of the assigned parole officer prior to leaving the state of the approved residence for any purpose.

8. Refrain from owning or possessing any firearm, as defined in N.J.S.A.2C39-1f, for any purpose.

9. Refrain from owning or possessing any weapons enumerated in N.J.S.A.39-1r.

10. Refrain from the purchase, use, possession, distribution or administration of any narcotic or controlled dangerous substance, controlled dangerous substance analog, imitation controlled substance or any paraphernalia related to such substances except as prescribed by a physician.

11. Cooperate in any medical and/or psychological examination or tests as directed by the assigned parole officer.

12. Participate in and successfully complete an appropriate community or residential counseling or treatment program as directed by the assigned parole officer.

13. Submit to drug and alcohol testing at anytime as directed by the assigned parole officer.

14. Obtain the permission of the assigned parole officer prior to securing, accepting or engaging in any employment, business or volunteer activity and prior to a change of employment.

15. Notify promptly the assigned parole officer upon becoming unemployed.

16. Refrain from any contact, verbal, written, or through a third party, with the victim(s) of the offense(s) unless contact is authorized by the assigned parole officer.

17. Comply with any curfew established by the assigned parole officer.

18. Refrain from behavior which results in the issuance of a final restraining order pursuant to the Prevention of Domestic Violence Act, N.J.S.A. 2C:25-17 et seq.;

19. Refrain from any contact (written or otherwise) with any group, club, association or organization that engages in, promotes or encourages illegal or sexually deviant behavior.

20. Submit to a search conducted by a parole officer, without a warrant, of the offender's person, place of residence, vehicle or other real or personal property within the offender's control at any time the assigned parole officer has a reasonable articulable basis to believe that the search will produce contraband or evidence that a condition of supervision has been violated, is being violated or is about to be violated and permit the confiscation of any contraband.

C. You understand that if the victim(s) of an offense specified in (a) above is a minor, you shall, in addition to the conditions specified in (b) above, be subject to the following conditions:

1. You are to refrain from initiating, establishing or maintaining contact with any minor.

2. You are to refrain from attempting to initiate, establish or maintain contact with any minor.

3. You are to refrain from residing with any minor without the prior approval of the assigned parole officer.

D. You understand that the following circumstances are deemed exceptions to the conditions specified in (c) above:

1. When the minor is engaged in a lawful commercial business activity, you may engage in the lawful commercial or business activity, provided the activity takes place in an area open to public view.

2. When the minor is in the physical presence of his or her parent or legal guardian.

3. When you are present in a public area, as long as you are not associating with a minor, and the public area is not one frequented mainly or exclusively by minors.

4. When the appropriate court may authorize contact with a minor.

E. You understand that if the sentencing court had determined that your conduct was characterized by a pattern of repetitive and compulsive behavior and had committed you to the Adult Diagnostic and Treatment Center for a program of specialized treatment, you shall comply with any program of counseling or therapy identified by the treatment staff of the Adult Diagnostic and Treatment Center.

F. You understand that if the sentencing court had determined that your conduct was characterized by a pattern of repetitive and compulsive behavior and had committed you to the Adult Diagnostic and Treatment Center and if upon release from confinement the appropriate county prosecutor determines pursuant to N.J.S.A. 2C:7-8 that you are a high risk to re-offend, you shall, in addition to the conditions imposed in A, B and C above submit every two years to an evaluation at the Adult Diagnostic and Treatment Center and comply with any program of counseling or therapy identified by treatment staff.

G. You understand that if the sentencing court had determined that your conduct was characterized by a pattern of repetitive and compulsive behavior and if upon release from confinement the appropriate county prosecutor determines pursuant to N.J.S.A. 2C:7-8 that you are a high risk to re-offend, you shall, in addition to the conditions specified in B, C, E and F above be subject to the following conditions.

H. Prior to an offender, subject to the provisions of N.J.S.A. 2C:43-6.4, being released from custody at the expiration of the term of incarceration or being terminated from probation or parole supervision at the expiration of the term of probation or incarceration respectively, the appropriate Board panel shall issue a written certificate which shall be delivered to the offender by a designated representative of the Board.

I. The certificate shall include the conditions of community supervision for life as specified in B, C, E, F and G above.

J. At the time of delivery of the certificate, the conditions of community supervision for life shall be explained to the offender.

K. The offender shall be required to acknowledge in writing receipt of the certificate. If the offender refuses to acknowledge in writing receipt of the certificate, the designated Board representative shall make a written record of the delivery of the certificate and the refusal of the offender to acknowledge receipt of the certificate.

L. Additional special conditions may be imposed by the District Parole Supervisor, an Assistant District Parole Supervisor or the designated representative of the District Parole Supervisor when it is the opinion that such conditions would reduce the likelihood of recurrence of criminal behavior. The offender and the Board shall be given written notice upon the imposition of such conditions.

1. Upon notice being received by the Board, the appropriate Board panel shall review the offender's case and determine whether to vacate, modify or affirm the additional special condition(s).

2. The Board panel shall notify the District Parole Supervisor of its determination within three working days of receipt of notice of the imposition of the additional special conditions.

3. The District Parole Supervisor shall notify the offender in writing of the determination of the Board panel and shall cause a written record of such notice to be made in the offender's case file.

4. A special condition shall not be deemed effective until affirmed by the appropriate Board panel.

M. Pursuant to N.J.S.A. 2C:43-6.4(d), an offender who violates a condition of a special sentence of community supervision without good cause is guilty of a crime of the fourth degree.

N. An offender shall remain under community supervision for life until such time as the appropriate court shall terminate the supervision status pursuant to N.J.S.A. 2C:43-6.4(c).

O. The search of an offender serving a special sentence of community supervision for life shall be conducted in accordance with N.J.A.C. 10A:72-6.

New Jersey State Parole Board

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