

State of New Jersey Department of Corrections



2016

ANNUAL REPORT

Gary M. Lanigan
Commissioner





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Message from Commissioner Gary M. Lanigan

The New Jersey Department of Corrections has continued to serve as a model in modern corrections.

Under the leadership of Governor Chris Christie, the state's crime rate has dropped significantly, while our department has experienced a steady decrease in our prison population. Our staff remains dedicated to our mission of protecting the public by operating safe, secure and humane correctional facilities. This mission is realized through effective supervision, proper classification, appropriate treatment of offenders and by providing programs in the areas of education, behavior modification and substance use treatment that promote successful reentry into society.

Inmates are earning their high school and equivalency diplomas, industry-based vocational certificates and associate degrees while in custody so that they can be prepared for meaningful employment upon release.

Offenders receive assistance in overcoming the barriers associated with the reentry process and to break the cycle of incarceration by helping them obtain necessary identification documents, reuniting them with their families and linking them to housing and other important resources.

Furthermore, the department has continued its efforts to provide those in our custody with licensed substance use disorder treatment and other programming to prevent substance use and relapse. The NJDOC has worked closely with the Department of Human Services to tailor licensing standards to a correctional setting as we work to provide inmates with the same treatment opportunities available in the community. Licensed drug treatment programs are now available at eight of our Residential Community Release Program facilities, and, after an extensive planning and renovation process, Mid-State Correctional Facility reopened in April 2017 as the first licensed, clinically driven drug treatment prison operated by the NJDOC.

During the past year, the hard work and dedication of our staff led to many significant accomplishments in all areas. We continually strive to introduce innovative ideas and techniques while staying ahead of the curve of the evolving standards of modern corrections.

As a team, we have made and will continue to make a positive difference in the lives of offenders and within our communities.

I look forward to another successful year.

Gary M. Lanigan, who has more than three decades of experience in the criminal justice and financial management realms, was confirmed as Governor Chris Christie's choice as Commissioner of the New Jersey Department of Corrections in March 2010.



Commissioner Gary M. Lanigan



Taking a Look Back on 2016

The New Jersey Department of Corrections enjoyed another positive year highlighted by the success of many worthwhile initiatives that have contributed to the department's goals in operating smarter, more efficient facilities. Some of the department's most notable highlights are:

Drug Treatment

- Construction and renovations continued at Mid-State Correctional Facility, which reopened in April 2017. Under the direction of Governor Chris Christie and in cooperation with the Department of Human Services (DHS), Mid-State was transformed to become the first licensed, clinically driven drug treatment prison operated by the NJDOC. The NJDOC worked closely with the DHS to develop licensing standards to fit the unique needs and operations of a prison setting.
- Eight Residential Community Release Program facilities received conditional licenses from the New Jersey Department of Human Services' Office of Licensing. These licenses ensure that the eight facilities operating substance use disorder treatment programs are in compliance with standards and rules set by the American Society of Addiction Medicine.
- In an effort to strengthen quality control over substance use testing conducted by the Residential Community Release Programs, the department instituted a program to retest a percentage of substance use tests having negative results. The retesting program has proven to be successful.
- Lab testing for offenders has been expanded from a 3-test panel cup to 10-test panel and 13-test panel cups. In the near future, selected testing cups will include the ability to test for alcohol use.

Operations

- The year 2016 saw three classes of trainees complete weeks of rigorous preparation to graduate from the Correctional Staff Training Academy. Classes 236, 237 and 238 totaled 532 graduates.
- Since 2010, the inmate population has



Officer trainee graduates salute as they officially become corrections officers during a commencement ceremony at the War Memorial in Trenton.



dropped by nearly 22 percent – from an average of nearly 26,000 inmates in 2010 to an average of about 20,000. Crime rates also have lowered by 20 percent. These successes have come about as a result of strong management throughout the law enforcement field, in tandem with the policies of the Governor and the Legislature, as demonstrated through such initiatives as the Drug Courts, educational benchmarks and bail reform.

- The department's recidivism rate continued to decline to about 31%, which is substantially better than the national average.
- The National Institute of Corrections conducted Security Audit training for 30 NJDOC staff members during the week of February 22 to 26, 2016. Classroom training was provided at Garden State Youth Correctional Facility (GSYCF), and field training took place at GSYCF, Albert C. Wagner Youth Correctional Facility and Central Reception and Assignment Facility.
- Efforts have continued with ongoing statewide initiatives to standardize and upgrade each facility's video surveillance systems from existing standalone analog systems to complete digitally-networked IP video components.
- Several emergency exercises were conducted in facilities throughout the state with participation from NJDOC staff as well as outside agencies. The focus of these exercises are to increase the proficiency of emergency responders, foster improved communications and develop multi-agency coordination.
- In the past year, the Special Operations Group (SOG) has expanded its role within the department and in coordination with other statewide agencies under the State Emergency Plan and other Mutual Aid

Agreements, further strengthening the NJDOC's partnerships with outside law

enforcement. SOG has been involved with the training of department custody and civilian staff in areas such as active shooter response. The Special Operations Response Team (SORT) and the Canine Unit have trained many outside law enforcement agencies in such areas as hostage negotiation, hazardous materials and designated marksmanship. The Canine Unit's deployments, for both departmental and Mutual Aid details, were at an all-time high this year. Some noteworthy deployments were the Democratic National Convention and the search for explosive devices left by an alleged terrorist bomber.



*Officers participate in the emergency exercise
Operation Restore Order at East Jersey State Prison.*



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- On July 30, the department formally acknowledged Corrections Officer Day and also presented the 2016 Departmental Service Awards. These awards were presented to outstanding custody and civilian staff members for their exemplary service within the department and in the community.



Commissioner's Commendation recipient Senior Correction Officer Wesley Butts of New Jersey State Prison and members of his family, joined by NJSP Administrator Steve Johnson and Commissioner Gary M. Lanigan.

- The NJDOC, in conjunction with the Vera Institute of Justice, hosted a tour of the Edna Mahan Correctional Facility for Women as part of National Prison Visitors Week, which took place from November 14 to 18. The tour provided participants from Hunterdon County and beyond with an up-close view of the facility's programs and operations to increase understanding, encourage transparency and foster public engagement in the corrections system.
- In 2016, NJDOC officers generously donated their time and energies to benefit the Special Olympics. Custody staff and their families participated in the Wildwood Polar Bear Plunge in January and the Seaside Polar Bear Plunge in February. Staff and trainees took part in the Law Enforcement Torch Run in June, which spanned from High Point to Cape May, New Jersey. Volunteers also gave their time during the Opening Ceremonies of the Summer and Winter Games and at numerous events, including as coaches and referees.

Administration

- The department projects that in FY 2017, overtime costs will be approximately \$36.1 million, with 697,000 hours worked. This computes to a savings of \$17.2 million and a reduction of 339,000 hours – more than 32 percent – from FY 2010, when overtime expenditures totaled \$53.3 million with more than one million overtime hours worked.
- Nearly 400 kiosks have been installed in NJDOC facilities to give inmates access to the JPay system, which streamlines the offender account process. Through December 2016, 89 percent of the inmates have registered on the JPay kiosks. Available services include inmate banking, e-mail, music, e-books, grievance application, games and Media Device Players. Commissions received by the NJDOC from the JPay system are used for purchases



that directly benefit the inmate population, including registration fees to take various vocational licensure exams, improving law library equipment and services and improving the family visitation areas.

Community Programs

- The annual “Volunteers of the Year” awards ceremony was held at the War Memorial in Trenton on September 27 to acknowledge the dedication of numerous volunteers who have collectively given thousands of hours of their time in the areas of education, religion, recreation and community programming. NJDOC volunteers are instrumental in supporting the overall mission of the department and the effective delivery of essential programs and services.
- The NJDOC’s Office of Victim Services became one of only two correctional entities in the country in 2016 to be awarded a \$4,895 grant from the National Crime Victims’ Rights Week Project. The grant helped provide greater outreach through promotional events and the distribution of materials regarding crime victims’ rights.
- A total of 414 high school diplomas or High School Equivalency (HSE) diplomas were issued to inmates. The passing rate among inmates who took the HSE exam remained steady at 80 percent, among the most impressive rates in the state. Furthermore, more than 4,600 industry-based vocational certificates were awarded, an increase of more than 1,500 from last year.
- The NJDOC partners with a number of colleges through the New Jersey Scholarship and Transformative Education in Prisons (NJ-STEP) program to provide a post-secondary degree to incarcerated individuals. In fiscal year 2016, a total of 578 offenders were enrolled in degree-bearing college courses.



The Annual New Jersey Department of Corrections’ Volunteers of the Year Awards Ceremony was held at the War Memorial in Trenton on September 27.



NEW JERSEY DEPARTMENT OF CORRECTIONS MISSION STATEMENT

The mission of the New Jersey Department of Corrections is to protect the public by operating safe, secure and humane correctional facilities. The mission is realized through effective supervision, proper classification, appropriate treatment of offenders and by providing services that promote successful reentry into society.

The New Jersey Department of Corrections is organized into three separate divisions, as well as the Office of the Commissioner and the Office of the Chief of Staff:

Commissioner

The Office of the Commissioner includes the Office of Legal and Regulatory Affairs, which provides the department with guidance regarding legal, legislative, employment and ethical matters, the Office of Public Information and the Special Investigations Division.

Chief of Staff

The Office of the Chief of Staff administers such instrumental areas as human resources, the department's fleet of vehicles, policy analysis, research and evaluation, and grants management. The Office of Training, which is responsible for training custody and civilian staff, is also managed by the Office of the Chief of Staff.

Administration

The Division of Administration is responsible for managing the department's \$969 million budget. Approximately 20,000 state-sentenced inmates are housed in NJDOC facilities, county jails and halfway houses. The division provides administrative services to support the departmental mission in major areas such as budget and fiscal management, procurement, internal auditing, DEPTCOR, information technology and communications systems.

Operations

The Division of Operations is responsible for 13 institutions. These facilities collectively house inmates in minimum, medium and maximum security levels. They are diverse and unique in their operations. For example, New Jersey State Prison is the state's only facility in which all inmates are classified as maximum security, and Edna Mahan Correctional Facility for Women is comprised entirely of females at all levels of security. The Mid-State Correctional Facility was temporarily closed for renovations, but reopened in April 2017 as the department's first licensed, clinically driven drug treatment program. This division also manages such important services as AgriIndustries, classification, transportation, capital planning and construction, health and medical, and the Special Operations Group.

Programs and Community Services

The Division of Programs and Community Services enhances public safety through the development, coordination, administration and delivery of institutional and community-based programs and services. The division provides institutional and community-based programs for offenders, including academic and vocational educational programs, library (lending and law) services, chaplaincy services, transitional and social services. Other specialized services include victim assistance and assistance with applying for the Intensive Supervision Program (ISP). Additionally, in an effort to provide the offender preparing for release with a gradual and supported transition from corrections to community, the division contracts with private and non-profit providers throughout the state to provide community-based residential treatment and work-release programs. The division is also responsible for the quality assurance inspections of county jails and municipal detention facilities.



OFFICE OF THE COMMISSIONER

Office of Legal & Regulatory Affairs

The Office of Legal & Regulatory Affairs oversees legal matters for the NJDOC and acts as liaison between the department and the Office of the Attorney General. The office provides guidance to the Commissioner and Executive Staff regarding legal and quasi-legal matters that impact the department.



Special Legal Advisor Melinda Haley (right) of the Office and Legal and Regulatory Affairs and Director Victoria Kuhn of the Office of Employee Relations attend a monthly CHANGE meeting.

The Office of Legal & Regulatory Affairs also is responsible for the following areas:

Administrative Rules Unit (ARU) - The primary responsibilities of the ARU are to develop, maintain and promulgate New Jersey Administrative Code 10A rules for the NJDOC. As such, ARU staff coordinates rulemaking proceedings with NJDOC administrative staff, staff of the Office of the Governor, the Office of the Attorney General, the Office of Administrative Law and LexisNexis (the publisher). Rulemaking proceedings include, but are not limited to, formulating new rules, repealing, amending and readopting existing rules, timely responding to petitions for rule changes, and meeting publication and other time-sensitive deadlines as required by New Jersey law.

Americans with Disabilities Act (ADA) Unit - The ADA coordinator reviews grievances from staff and inmates and ensures that the NJDOC is in

compliance with the federal ADA and the New Jersey Law Against Discrimination regarding disabilities. The ADA coordinator advises on all disability-related matters.

Disciplinary Hearing Unit - This unit provides hearing officers to all state correctional facilities to adjudicate inmate disciplinary charges in a timely and efficient manner, in accordance with the United States Supreme Court's decision in *Wolff v. McDonnell*.

Government Records - The unit is responsible for ensuring compliance by the department with the Open Public Records Act (OPRA), N.J.S.A. 47:1A-1 et seq. To accomplish this mission, every OPRA request received by the NJDOC is reviewed to determine whether all or part of the request for document(s) can be released to the public in accordance with the law. All government record requests directed to the department are processed and responded to within the designated time period.

Inmate Litigation Unit - This unit ensures that all inmate litigation directed toward the NJDOC is processed in accordance with the policies and procedures of the NJDOC and the Office of the Attorney General.

The litigation staff maintains a working relationship with the Office of the Attorney General during the preparation of legal representation for cases involving the NJDOC; provides support and direction to the litigation liaisons in each correctional facility; and updates and advises the Commissioner on the status and potential impact of pending litigation.



Legislative Services - The unit keeps abreast of proposed and current legislation that may impact the NJDOC and maintains a cooperative and informative working relationship with the state legislature and committee aides, the Governor's Office and the Office of Legislative Services in order to respond to inquiries and requests for constituent assistance, and to provide comments and necessary amendatory language during the process of enacting law. In addition, the unit provides staff with updates regarding legislative initiatives in an effort to track and disseminate any proposed legislation or amendments that may require a position by the NJDOC.

Equal Employment Division (EED) – The NJDOC is committed to providing its employees and prospective employees with a work environment free from discrimination or harassment. The mission of the EED is to ensure compliance with the Policy Prohibiting Discrimination in the Workplace, through dissemination of the policy, training and investigations, and providing remedial action where necessary.

The EED is responsible for keeping all staff current on policies, procedures and legal requirements relevant to the Policy Prohibiting Discrimination in the Workplace, through the annual distribution of the policy and relevant documents as well as through training and educational workshops.

In order to maintain compliance with the policy, the EED conducts thorough, fair and impartial investigations into complaints that are filed with the EED that have a nexus to the policy. The EED has jurisdiction over matters wherein the alleged discrimination and/or harassment is connected to a protected category as set forth in the policy and on the EED complaint form. Following an investigation, employees who are found to have engaged in acts of discrimination, harassment or retaliation are subject to remedial action, including disciplinary charges and/or administrative remedies.

In addition, the EED represents the NJDOC in external discrimination claims before the Division on Civil Rights and the Equal Employment Opportunity Commission. The EED also serves as the department's representative on the New Jersey Human Relations Council, the New Jersey Affirmative Action Officers Council and the Equal Employment Officers Committee.

Ethics – The ethics section of the EED serves as the liaison between the NJDOC and the State Ethics Commission (SEC). The ethics staff is responsible for approving requests and maintaining records involving Outside Activity/Secondary Employment and Attendance at Events. The ethics staff is responsible for conducting investigations into ethics allegations filed internally with the NJDOC and for training on the Uniform Ethics Code. The ethics section of the EED also is responsible for the annual dissemination of the Ethics Briefing. The Ethics Officer for the NJDOC also represents the NJDOC at statewide quarterly meetings with the SEC.

Conscientious Employee Protection Act (CEPA) – The CEPA section of the EED is responsible for training and conducting investigations under CEPA. CEPA provides that an employer shall not retaliate against an employee who: (1) discloses or threatens to disclose an activity which the employee reasonably believes is in violation of a law, rule or regulation; (2) provides information to, or testifies before, any public body conducting an investigation/hearing into any violation of a law, rule or regulation; or (3) objects to or refuses to participate in any activity, policy or practice that the employee reasonably believes is in violation of a law, rule or regulation, is fraudulent or criminal, or is incompatible with a clear mandate.



Employment Litigation Compliance Unit – The Employment Litigation Compliance section of the EED provides legal support, including guidance, case reviews, discovery and trial assistance, to outside counsel and Deputy Attorneys General with the Department of Law and Public Safety in employment litigation matters involving allegations of discrimination, harassment, retaliation and/or hostile work environments.

Office of Employee Relations (OER) - The OER is comprised of the following units:

Employee Relations/Liaison Unit – This unit represents the NJDOC at contract negotiations and in the administration of negotiation unit (union) agreements. The unit advises the Commissioner, upper-level managers and unit supervisors regarding the department's obligations under the collective negotiation agreements as well as the administration of Civil Service Commission rules and regulations as contained in Title 4A of the New Jersey Administrative Code.

Hearings and Appeals Unit – This unit is responsible for hearing all departmental Step-2-level grievances as well as all major and complex departmental disciplinary appeals, including those that emanate from the Equal Employment Division. The unit also provides real-time advice on the preparation and service of disciplinary charges and specifications.

Legal Affairs and Training Unit – This unit represents the NJDOC before the Office of Administrative Law on appeals of major disciplinary actions and releases at the end of working test periods that have been appealed to the Civil Service Commission. The unit assists Deputy Attorneys General in preparing matters involving employee removals. In addition, the unit is charged with representing the department at all grievance arbitrations, other-interest arbitrations, unfair labor practice charges before the Public Employment Relations Commission, the Joint Union Management Panel and in the Alternate Dispute Resolution Process. The unit provides training to departmental staff in areas such as Hearing Officer

Training, Management Representation, Dealing with Problem Employees, appearing before the Office of Administrative Law and other topics on an as-needed basis. Furthermore, the unit staffs the Legal Services coordinator who is responsible to provide annual "Access to the Courts" training to inmate paralegals at each facility, as required by the New Jersey Administrative Code.



Reviewing a report in the Special Investigations Division are (left to right) Principal Investigator Edward Soltys and Deputy Chief Investigators Duane Grade and James Naughton.

Special Investigations Division (SID) – The SID is responsible for investigations into violations of the laws of the State of New Jersey and violations of the Administrative Code by state-sentenced inmates, employees and those individuals who visit NJDOC facilities.

The SID is represented at each facility, where investigators not only conduct all criminal and some administrative investigations, but also act as NJDOC liaisons to all law enforcement agencies. SID investigators conduct cooperative investigations in conjunction with federal, state, county and municipal law enforcement agencies, and are called on to provide expert witness testimony in state and federal courts on a regular basis.



SID investigators receive ongoing technical training in an effort to maintain the department's ability to keep pace with the ever-changing criminal atmosphere. The division has expanded its role within the NJDOC with the establishment of several specialized units. These units have catapulted the SID into the forefront as a state-of-the-art correctional investigative unit.

- **Drug Interdiction Unit** – This unit employs a computerized drug detection machine to collect and analyze microscopic particles of up to 15 narcotics and up to one-billionth of a gram. Along with the obvious deterrent to drug activity, the NJDOC has made numerous seizures of controlled dangerous substances and witnessed a significant decrease in drug-related inmate disciplinary charges.
- **Intelligence Unit** – This unit is nationally recognized as a leader in correctional gang intelligence. In fact, investigators assigned to the Intelligence Unit have provided gang identification training to thousands of law enforcement professionals in New Jersey and many other states.
- **Fugitive Unit** – Investigators assigned to this unit have worked with the New Jersey State Police Fugitive Unit and dozens of agencies throughout New Jersey and beyond in an effort to remove escaped offenders from the streets. Fugitive cases are conducted with a variety of federal, state and local law enforcement agencies under a formal cooperative relationship with the U.S. Marshals Regional Fugitive Task Force in New Jersey. This unit has been extremely successful, and numerous cooperative apprehensions have been made.
- **Computer Forensic and Polygraph Unit** – This unit is responsible for the forensic analysis of computers and computer storage devices related to computer crimes or violations of the department's microcomputer policy. SID investigators continue to provide expert law enforcement skills to the NJDOC as polygraphists and document examiners. The unit also performs forensics examinations on cell phones to assist with administrative and criminal investigations.
- **Internal Affairs Unit** – The unit is responsible for conducting investigations involving major disciplinary cases, corruption and criminal cases. This unit also processes criminal background checks for volunteers, civilian employees and contract vendors. In addition, the unit oversees the Random Drug Policy for Covered Personnel and coordinates and processes all departmental domestic violence cases.

Office of Public Information

The Office of Public Information is responsible for providing information regarding NJDOC events, programs, functions, services and activities to the media, to other governmental agencies and to the public. The office promotes public awareness of the functions of the NJDOC through a website, the *Inside Corrections* newsletter, annual reports and promotional materials.



Inside Corrections, the departmental newsletter, is produced by the Office of Public Information.



OFFICE OF THE CHIEF OF STAFF

Fleet Management Unit

The Fleet Management Unit (FMU) serves as a liaison between the NJDOC and Department of the Treasury, Bureau of Transportation Services, to ensure that all departmental vehicles are receiving proper repairs at all repair facilities. All correspondence between the two departments relating to vehicle operations is handled by the FMU. The unit also is responsible for registrations, insurance cards, fueling cards, EZ-Pass account oversight – including transponder assignments. The FMU interacts with NJDOC vehicle coordinators and Treasury, Bureau of Transportation Services, staff to evaluate vehicle replacement schedules and orchestrate vehicle exchanges. Additionally, continuous evaluation of Federal Motor Vehicle standards is conducted to ensure departmental compliance.



Scott Franks, senior management assistant, fuels one of the vehicles maintained by the Fleet Management Unit.

The FMU manages the department's extensive vehicle database, analyzing current and historical vehicle assignment information as well as mileage reporting to establish vehicle replacement criteria. Requests for NJDOC vehicle information from outside agencies is provided when appropriate. In addition, the unit investigates and composes correspondence regarding vehicle-related infractions, such as Vehicle Complaints and Traffic Violations forwarded by the Department of the Treasury.

The FMU prepares all documentation required for the acquisition of new vehicles. It also evaluates special equipment needs, such as security equipment, and coordinates installation. The unit is always on call to assist departmental personnel in the retrieval of disabled vehicles, ensuring that retrieval is in compliance with Department of the Treasury policy.

Office of Human Resources

The Office of Human Resources oversees all aspects of personnel management while providing personnel support for employees within the NJDOC correctional facilities and Central Office.

The office's primary mission is to plan, develop and implement the department's human resources programs, which include classification and organizational analysis, personnel and payroll administration, recruitment, employee benefits, position management, and wage and salary administration. The Office of Human Resources is also responsible for the compliance with, and development of, all human resources policies and for the continual review and evaluation of the various human resources programs, while ensuring compliance with the Fair Labor Standards Act, state and federal laws/regulations as well as negotiated labor agreements.



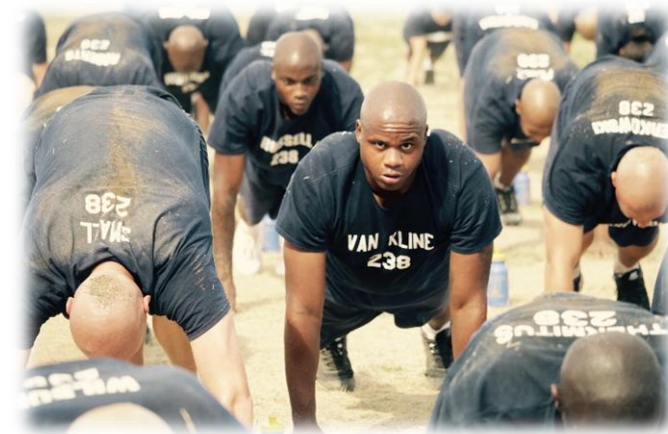
Additionally, staff develops an active plan for monitoring sick leave and conducts post audits of the department's leave of absence program at each facility. The office also implements training programs concerning personnel issues and timekeeping procedures, and ensures training compliance through periodic personnel, payroll, time and attendance audits.

Office of Training

The Office of Training provides corrections personnel with the skills necessary to successfully complete their tasks and to administer the care, custodial treatment and social reintegration of adult offenders committed to correctional facilities in New Jersey.

Two state laws help to define the Office of Training's mission: the Police Training Act, which mandates training for state and county correction officers; and the Gun Control Act, which requires firearms qualification training for all state and county correction officers.

Legislation obligates the Police Training Commission to approve the state basic curriculum and county officer recruit training programs as well as firearms training programs. The Office of Training has codified and standardized the curriculum and expanded the content and duration of the basic training. After completing the required courses, each officer receives a basic training diploma from the NJDOC and receives certification from the Police Training Commission.



Trainees take part in physical conditioning during their journey to become corrections officers.

The NJDOC training facility is located at the National Guard Training Center in Sea Girt. The programs offered are designed to develop and enhance the skills of employees and to prepare them for future advancement, while presenting a comprehensive, multi-faceted approach to training. To augment the staff, adjunct instructors are utilized from state correctional facilities as well as various law enforcement agencies.

College credits, accepted by and transferable

to many two- and four-year colleges and universities, are available for the majority of the Office of Training's course offerings.

The Office of Training also is responsible for the NJDOC Ceremonial Unit, which coordinates funeral detail representation for custody or civilian staff line-of-duty deaths and retired custody staff. The Ceremonial Unit also responds to requests for honor guards and pipe bands for outside agencies.

The following units comprise the Office of Training:

Correctional Staff Training Academy – The Training Academy conducts basic training for state correction officers with instructors who are certified by the Police Training Commission. Training classes include arrest, search and seizure, use of force, criminal law, first aid/CPR, weaponry, unarmed defensive tactics, intensive physical conditioning, security concepts, human relations and professional development. The Standards Unit within the Office of Training develops and implements guidelines, curriculum and standards of operation for both basic training and the In-Service Training Program. This unit is also



responsible for overseeing methods of instruction, physical training, defensive tactics and other staff development courses offered by the Office of Training.

In-Service Training Unit – This unit is responsible for overseeing the in-service training programs for all departmental personnel. The training is conducted at various regional sites throughout the state. The In-Service Training Unit conducts executive, management development, supervisory, uniformed, non-uniformed, and volunteer and contracted-provider training. The unit is also responsible for conducting all federal- and state-mandated training. The unit sponsors trainings offered by the Federal Bureau of Investigation and the Homeland Security National Training Consortium. In-service training programs are updated and revised annually to keep pace with the ever-evolving profession of corrections and the goals of the NJDOC.

Custody Recruitment Unit (CRU) – This unit is responsible for the recruitment, investigation and recommendation of future correction officers. CRU staff members also visit high schools, colleges and job fairs throughout the state to promote career opportunities within the NJDOC.

To qualify for admission into the NJDOC Correctional Staff Training Academy, applicants for Correction Officer Recruit must pass the Civil Service Commission Law Enforcement examination. The Civil Service Commission announces the examination approximately every two years. Applications are available on the Civil Service Commission website. Applicants then complete a four-phase pre-employment process that includes a background investigation and physical and psychological examinations.

Office of Policy and Planning

The Office of Policy and Planning is responsible for the evaluation of correctional and criminal justice information in the context of relevant law, policy and practice, and the development of data analyses, studies and reports to support NJDOC operations. The office acts as a liaison with New Jersey, federal, other state and local law and justice system agencies for strategic planning purposes, including the development of goals, objectives, impact analyses and research.

The Office of Policy and Planning consists of several NJDOC units.

Prison Rape Elimination Act (PREA) Compliance Unit – This unit ensures the NJDOC is compliant with the Prison Rape Elimination Act (PREA). This is accomplished through the development, review and revision of internal policies and management procedures that govern the detection, prevention, response and enforcement of a zero tolerance prison sexual assault policy.

Administrative Policies and Procedures Manual (APPM) Unit – The APPM Unit is responsible for the generation, distribution and maintenance of NJDOC policy statements and internal management procedures, which are documents that impact the operation of all organizational units under the authority of the Commissioner. Emphasis is placed on the development of standardized policies and procedures that impact the safety and security of the public, staff and inmates. Additionally, the unit provides training of executive staff in the APPM protocol.

Policy Analysis and Planning (PA&P) Unit – The PA&P Unit analyzes the impact of proposed legislation that may affect inmate population growth, departmental budgetary needs and NJDOC capital needs. The PA&P Unit also prepares the annual offender characteristics report, which is posted on the



NJDOC website, and files concerning inmate population, characteristics, deaths and other data. These files are shared with various criminal justice system agencies.

Research and Evaluation Unit – This unit provides statistical support and analysis, including empirical research and program evaluation services, to the various divisions and units within the NJDOC. The primary mission of the unit is to conduct and facilitate action-oriented research that informs and influences policy and practice. The unit also completes the State of New Jersey’s annual recidivism report and is responsible for oversight of the Departmental Research Review Board and the Rutgers University/NJDOC internship program. Members of the unit’s staff also act as Offender-Based Correctional Information System (OBCIS) custodians and report monthly to the Social Security Administration Prisoner Match Program and annually to the National Corrections Reporting Program. Furthermore, the unit is also responsible for the completion of the NJDOC Key Performance Indicators monthly report for the Governor’s Performance Center.

Grants Management Unit – This unit oversees all NJDOC grant activities. Responsibilities include, but are not limited to, the seeking of funding opportunities, technical support to staff developing grant applications, processing of grant applications, fiscal management of grant funds, monitoring of grant activities and grant reporting requirements.



Research scientists Sabrina Haugebrook (left) and Dr. Laura Salerno discuss a report.



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<u>Program/Project Name</u>	<u>Funding Source</u>	<u>Award Amount</u>
NEW GRANT AWARDS		
FEMA Sub-grant Severe Storm DR4070 PA	Federal Emergency Management Agency	\$9,583
FEMA Winter Storm Jonas	Federal Emergency Management Agency	\$35,813
Justice Assistance Grant – DOC Live Scan Systems	Bureau of Justice Assistance	\$60,000
2016 National Crime Victims Rights Week Community Awareness Project	U.S. Department of Justice	\$4,895
2015 National School Lunch Program	U.S. Department of Agriculture	\$31,555
2016 National School Lunch Program	U.S. Department of Agriculture	\$19,439
State Criminal Alien Assistance Program (SCAAP)	Bureau of Justice Assistance	\$2,842,270
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$451,056
Total New Awards		\$3,454,611
CONTINUATION GRANT AWARDS		
2013 Residential Substance Abuse Treatment – No Return I	Bureau of Justice Assistance	\$57,120
FY2015 Social Services Block Grant	Department of Health & Human Services	\$88,627
Adult Basic Skills	Department of Education	\$1,019,110
Carl Perkins Vocational	Department of Education	\$170,416
Individuals with Disabilities Act	Department of Education	\$206,700
No Child Left Behind Act	Department of Education	\$158,134
STOP Violence Against Women	Office on Violence Against Women	\$76,000
FEMA Public Assistance Funding – Hurricane Sandy	Federal Emergency Management Agency	\$506,726
FY2015 Responsible Parenting Program	Department of Health & Human Services	\$405,820
FY2016 Responsible Parenting Program	Department of Health & Human Services	\$527,866
Community-Centered Responsible Fatherhood Reentry	Department of Health & Human Services	\$1,039,049
Total Continuation Awards		\$4,255,568
PENDING GRANT AWARDS a/o 1/01/17		
Justice Assistance Grant – Effectiveness of NJ Reentry Initiatives and Programs	Bureau of Justice Assistance	\$190,000
2014 Residential Substance Abuse Treatment – No Return I	Bureau of Justice Assistance	\$45,816
STOP Violence Against Women	Office on Violence Against Women	\$76,000
Total Pending Awards		\$311,816
TOTAL GRANT AWARDS		\$8,021,995



DIVISION OF ADMINISTRATION

Office of Financial Management

The Office of Financial Management identifies current and future NJDOC fiscal needs and resources, along with planning, directing and monitoring the expenditure of available funds.

The office is comprised of the following bureaus/units:

Bureau of Budget and Fiscal Planning –

This bureau compiles annual operating budgets that reflect the needs of the NJDOC, as required by legislative mandate. The bureau provides fiscal analysis of current-year activity and compiles quarterly spending plans that report on the fiscal status of the department. In addition, it monitors the levels of spending via account/spending analysis; establishes institutional full-time employee (FTE) position caps based on available salary funding; and monitors FTE-filled counts against those FTE caps via preparation of bi-weekly position monitoring reports. Bureau staff directly supports institutional business office staff in fiscal matters as needed for daily operations. The bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls to DEPTCOR, AgriIndustries and Capital Construction. The bureau also provides assistance in the fiscal analysis of current-year activity for the quarterly spending plans that provide the fiscal status of the NJDOC. The bureau provides standard and ad hoc reports to various units in the department using reporting applications and database programs. Additionally, the bureau is responsible for determining and authorizing reimbursements to the counties for the housing of state-sentenced inmates housed in county jails.



Patricia Loreti, director of the Office of Financial Management, and Assistant Commissioner Gary Alpert review notes prior to a meeting.

Bureau of Auditing – The bureau provides independent financial audits of the trust funds maintained by the department's major institutions and satellites. The examination of each trust fund is performed in accordance with Statements on Internal Auditing presented by the Institute of Internal Auditors. The audits of the trust funds (Inmate Trust Funds, Inmate Commissary Funds and Inmate Welfare Funds) are designed to determine whether:

- non-budgeted fund financial statements comply with generally accepted accounting principles;
- adequate internal controls exist over the financial operations of the non-budgeted funds;
- there is adherence to applicable state laws, administrative code, and state, departmental and institutional policies and procedures; and
- financial transactions are authorized, properly recorded and reasonable.

The Bureau of Auditing also performs audits of the department's revolving funds, reviews all OMB A-133 Single Audits, maintains the department's Land and Building Asset Management (LBAM) system and coordinates the completion of the annual internal controls assessments. Audits performed by the state's Office of Legislative Services and other external audit groups are reviewed to ensure findings are accurate and recommended solutions are appropriate.



The Bureau of Accounting and Revenue – This bureau provides administrative and technical direction and assistance in accounting and internal controls to the various correctional facilities and programs administered by the NJDOC. It develops departmental accounting policies and internal management procedures and other guidelines and directives that define the fiscal responsibilities for compliance with applicable laws, rules and regulations. The bureau also maintains all accounts assigned to Central Office for operations and system-wide activities, and ensures timely payment to vendors in accordance with New Jersey Department of the Treasury guidelines.

Institutional Operations Bureau – The bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls for the business offices in all the institutions. This includes the fiduciary responsibility for all financial information related to inmate accounts. The business offices process inmate payrolls, transact deposits and remits to and from inmate accounts, maintain commissary inventory and account for the merchandise distributed to the inmate population. In addition, the bureau manages the Central Office Revenue Unit. This unit is responsible for processing the revenues collected from offenders for court-imposed fines, penalties and restitution.

The Bureau of Procurement and Contract Management – This bureau provides administrative and technical direction as well as assistance in purchasing for NJDOC programs and facilities, via issuance of internal management policies, procedures, and other guidelines and directives. The bureau procures needed goods and services for Central Office operations, including the Bureau of Training and Custody Recruitment, and provides support services for the Central Office complex, DEPTCOR and AgriIndustries procurements. Major contracts are monitored for compliance with terms and conditions.

Office of Information Technology

The mission of the Office of Information Technology (OIT) is to support the core business needs of the department through maintenance of existing technology; to develop, use and support new technologies and information systems; to provide the integrated exchange of data with internal and external stakeholders; to identify emerging technologies and trends to improve employee productivity and reduce operating costs; to advise management of IT best practices; and to deliver timely and accurate services.

Department of Corrections Management Information System (DOCMIS) consists of two major components: the Correctional Management Information System (CMIS) and the Department of Corrections Network (DOCNet). CMIS includes an offender management system, an electronic medical record application, a custody officer scheduling system, the Oracle Human Resources and Training applications, FileNet document imaging and numerous smaller applications. DOCNet provides the department with local/wide area network operations that allow for a centralized information system for easier data access. PCs, printers, standardized imaging, cabling, routers, switches and servers, along with a centralized, three-tier Help Desk, complete DOCNet.

Significant advances in technology that will entail delivery of new products, services and capabilities can be expected over the next several years. This will create an opportunity for the NJDOC's IT organization to make a difference by using information and technologies in new and efficient ways.



Information Technology Specialist Steven Tobin fields a call to the Help Desk.



The OIT's Video Teleconference Unit develops, implements and maintains video conferencing capability throughout the state criminal justice system. The unit improves efficiency, reduces operating costs and increases public safety by reducing the external movement of state inmates and providing system-wide access to the NJDOC inmate population for criminal justice systems at all levels – federal, state and local.

Bureau of State Use Industries

The Bureau of State Use Industries was created in 1918 with the passage of the State Use Law, which was created through the cooperation of industry, labor and the public sector. The State Use system was established in principle within the Department of Institutions and Agencies under the State Board of Control. Activities involving large-scale production of items competitive with the private sector were curtailed, and the process of adapting selective production to the needs of the available tax-supported governmental market was begun, hence the name "State Use." In November 1976, the New Jersey Department of Corrections was established and has since regulated the activities of the bureau.

The bureau is responsible for overall planning, selection of products, management of materials and equipment, coordination of processes, distribution of products and provision of technical consultation and services. The State Use Industries program is administered without appropriated funding and is self-supporting. The program is financed out of a revolving fund from which all operational expenses are paid.



DEPTCOR provides an array of manufactured goods to tax-supported agencies, institutions and units of state, county and municipal governments.

The State Use Industries program operates under the trade name of DEPTCOR. The mission of DEPTCOR is to educate, train, and provide marketable skills through the operation of a variety of manufacturing and service enterprises, enabling participating inmates to produce finished products that are top-quality and cost effective.

DEPTCOR operates 19 shops and offices employing between 700 and 800 inmates from nine state correctional facilities. A wide range of products, including baked goods, bedding, clothing, concrete products, ergonomics products, furniture, license plates, metal

fabrication, printing and graphics, and signage, are manufactured in the industrial operations under the DEPTCOR label, and they are sold only to tax-supported agencies, institutions and units of state, county and municipal governments.

Through the NJDOC's Central Office and warehouses, the DEPTCOR staff conducts operations typical to any manufacturing enterprise, including business functions such as billing, cost accounting, payroll and personnel activities, product and plant engineering, sales promotion and the delivery of products. The ultimate business goal of DEPTCOR is to ensure customer satisfaction through an efficient and diversified manufacturing and on-the-job training operation.

On-the-job training allows inmates to gain practical experience while learning marketable skills. DEPTCOR places the same demands on inmates that all industries require of their employees. Inmates develop a sense of responsibility toward their jobs, pride in their work and a feeling of self-worth.



DIVISION OF OPERATIONS

In addition to oversight of the department's correctional facilities, the Division of Operations oversees the following units:

AgriIndustries

The objective of AgriIndustries is to provide various food and dairy items to governmental departments at a savings, while also offering inmates jobs and training that can be utilized upon their release. Products produced by AgriIndustries operations are purchased by the NJDOC and the Department of Human Services, the Department of Military and Veterans Affairs as well as the Juvenile Justice Commission.

AgriIndustries operates five dairy farms and satellite operations that produce crops to support the dairy herds and milk to meet the meal service needs of the NJDOC inmate population and others. The milk processing plants are located at Jones Farm and Bayside State Prison Farm as well as a dairy herd located at Mountainview Youth Correctional Facility Farm. The Knights Farm and Albert C. Wagner Youth Correctional Facility Farm have been consolidated into agricultural crops that support the dairy herd, reducing the cost of feed.

AgriIndustries has meat and produce processing plants at South Woods State Prison. The meat plant produces an array of items, which include, but are not limited to, ground beef, hamburger patties, meat loaf, minute steaks, and poultry and pork products. The produce plant prepares packaged salads and processes fruits and vegetables for the regional production kitchen at South Woods State Prison as

components for daily meals. Also, through interaction with the Department of Agriculture on the Jersey Fresh program, AgriIndustries utilizes a waiver to purchase overproduced or undervalued products for institutional menus.

The various AgriIndustries farming and food production plants utilize and train about 120 inmates daily in all areas of milk and food production technology.

AgriIndustries is a self-supporting operation without appropriated funds. Annual revenues total approximately \$11.4 million, while providing substantial savings to all customers.



Jones Farm in West Trenton produces and packages several products that are used at NJDOC facilities throughout the state.

Capital Planning and Construction Unit

The Capital Planning and Construction Unit determines and accesses NJDOC priorities relating to capital construction projects. The unit is responsible for providing financial summaries for both capital and capital bond appropriations.

The unit also assists with the budget for presentation to the New Jersey Commission on Capital Budgeting and Planning, and reflects the new and/or additional funding needs of the department for



capital projects. In addition, it also is responsible for prioritizing the capital needs for each of the correctional facilities.

The Capital Planning and Construction Unit also coordinates the Agency Consultant Program. This program was established by the Division of Property Management and Construction in the Department of the Treasury to assist client agencies in the planning, design and administration of small construction projects, in developing scopes of work for major capital construction projects and in the investigation of infrastructure-related problems.

Furthermore, the Capital Planning and Construction Unit reviews all architectural drawings for approval or disapproval in the renovation or new construction of all county and municipal jails under the direction of the NJDOC's Office of County Services. The unit also performs site visits and inspections on all work being performed under the New Jersey Administrative Code, Chapter 34, and monitors the projects through final inspections.

Central Medical/Transportation Unit

Central Transportation Unit (CTU) –The CTU mission is the safe and secure intrastate transportation of state-sentenced inmates housed in state adult correctional facilities. The CTU main office is located on the grounds of the NJDOC Central Office, and the CTU has seven satellite units, which are located at prisons across the state. In addition, the unit has two holding cells, one at St. Francis Medical Center and one at Garden State Youth Correctional Facility.

Central Transportation logs an average of 150,000 miles per month transporting an average number of 5,000 inmates per month for court appearances and remand returns from court; medical appointments; inter-institutional transfers (transfers from state-to-state facilities); halfway house placements (state facility to assessment center and assessment center to halfway house); transfers of state-committed inmates from county



Members of the Central Transportation Unit pose with their fleet.

jails into the state system; emergency transfers; and Adult Diagnostic and Treatment Center psychological evaluations and hearings. The unit also provides assistance as needed to all other federal, state and local law enforcement agencies throughout the state.

The unit has also established a team of truck drivers responsible for ensuring the movement and delivery of inmate personal property as inmates are transferred throughout the state correctional system and to halfway house locations.

In addition, Central Transportation transports inmates involved in civil litigation in matters not involving their incarceration. The unit has also undertaken the transportation of Special Treatment Units residents to and from medical appointments as well as for criminal and family court matters.



The NJDOC has obtained remand agreements with 18 of the 21 counties, wherein inmates are remanded to the temporary custody of the county sheriff until completion of the court appearance, at which time Central Transportation returns the inmate to his/her respective state correctional facility.

Within the CTU is the **Interstate Escort Unit**, which is responsible for the return of all out-of-state extraditions of parole violators, escapees, Intensive Supervision Program violators, Juvenile Justice parole violators, serving time out-of-state (STOS) cases and correction compact cases transferred out of and returning to New Jersey.

Central Medical Unit – This unit is responsible for the safety and security of inmates housed at the St. Francis Medical Center Prison Unit, including the intensive care unit, cardiac care unit, operating room, emergency room, step-down units, and other outside facilities. The unit also escorts inmates throughout the facility while undergoing therapy, X-rays, radiation and follow-up care. Social services are provided to state-sentenced inmates housed at this facility. These services include notification of death, critical status, attorney/family visits and parole issues. Due to the serious illnesses of the inmates, the custody staff must display sensitivity to the inmate's condition while maintaining the security of the inmate and protection for themselves, medical staff and the general public.

In addition, as part of an agreement between Mercer and Camden counties and the NJDOC, inmates from those county correctional facilities may be housed at Central Medical (St. Francis Medical Security Unit) for medical treatment.

Inmate Labor Program – The program is responsible for providing inmate labor support to municipalities, governmental agencies and community-based non-profit organizations. Both state and municipal government agencies utilize inmate labor support in an effort to reduce operational costs and save tax dollars. Approximately three dozen labor teams provide service, five days a week, to a majority of New Jersey counties statewide.

Inmate labor support is utilized by several state departments, including Transportation (DOT), Human Services (DHS) and Environmental Protection (DEP). Collectively, these three areas utilize inmate labor teams on a permanent basis.

In 2016, seven details from various institutions were assigned as needed daily (Monday-Friday) to provide landscaping, janitorial work and complete special projects for the DHS developmental centers. In addition, 13 details from various institutions are assigned daily (Monday-Friday) to provide landscaping, janitorial work and complete special projects for various institutions/facilities within the NJDOC. Details from Bayside State Prison and/or Garden State Youth Correctional Facility were assigned to the EPA Clean Shores detail, as needed.

Twenty-five details from the various institutions were assigned as needed daily (Monday-Friday) to provide support to the DOT in maintaining highway litter cleanup and close cut landscaping.

Central Operations Desk (COD)

The COD is the NJDOC's centralized communications center that coordinates the recording and notifications of all unusual departmental incidents 24 hours per day, seven days per week. As the COD receives and logs information about significant events, it reports each incident through the chain of command and serves as the liaison between Central Office and the NJDOC facilities.



Central Communications Unit – The unit, which is overseen by the COD, provides radio transmissions and teletype communications for the NJDOC, the State Parole Board, the Juvenile Justice Commission, the Intensive Supervision Program and the Administrative Office of the Courts over a broad bandwidth. In addition, Central Communications monitors NJDOC inmates and parolees who are in the Electronic Monitoring Program. The unit also handles wireless communications to Central Office employees, and confidential wireless communications for all NJDOC institutions, Parole Officers, Juvenile Justice Commission staff and Intensive Supervision Program staff. Motor vehicle inquiries and escape notifications are processed for the department's Special Investigations Division and correctional facilities.

Classification Support & Training/Auditing Units

Classification Support Unit – This unit is responsible for providing support and direction in various classification tasks, including max date sentence calculation support to institutional staff, assisting staff with special projects related to modifications in statute, providing on-site training as needed, conducting institutional audits, and seeking and implementing agency advice from the Office of the Attorney General on issues requiring clarification or legal guidance. The unit provides technical support to Central Office staff in the area of classification. In addition, the unit is responsible for investigating and responding to correspondence associated with offender complaints.

In conjunction with the Office of Information Technology, the Classification Support Unit continues to develop and support a website that provides information to the public regarding state-sentenced inmates, including the offender's name, description of the offense for which the offender is incarcerated, etc. The website provides quick access of information to victims, prosecutors and other interested parties regarding all offenders in the state system.

Training/Auditing Unit – This unit provides formalized training to all existing and new classification staff members, and issues annual training updates relating to new laws and regulations that impact on the classification of the state's inmates. Two training phases have been created to establish operational uniformity and standardization of classification processes at all facilities. All staff members who successfully complete each training phase are certified in performing tasks associated with the training topics.

The Training/Auditing Unit also provides in-depth audits of institutional classification functions in an effort to verify that the policies, procedures and processes, as well as the various computerized information systems, are being efficiently utilized in each institution. Each audit consists of an on-site review to monitor all classification department operations, committee meetings and other work responsibilities to determine compliance with existing laws and policies, unit efficiency and productivity.

Additional Sentence Unit – The Classification Services Unit established the Additional Sentence Unit at Central Office to demonstrate priority of the classification processes and on meeting all statutory and



Supervising Administrative Analysts Brenda Gibb Moore (left) of the Notification Unit and Doreen White of Classification Services meet to discuss classification matters.



administrative requirements. This unit centrally processes additional and amended sentences and provides updated calculations for the institutional classification departments to review. The Additional Sentence Unit ensures that all offenders in the custody of the NJDOC are confined and/or supervised according to the additional and/or amended order of the sentencing court; serves as a centralized source of offender information for staff, the public, and numerous state and federal agencies; and directs the statewide quality assurance and audit processes for time calculation, classification and case management.

Field Services Unit

The primary responsibility of the Field Services Unit (FSU) is to oversee and ensure the effectiveness of NJDOC food service operations through the provision of cost-effective, nutritionally adequate meals to the inmate population and employees of the department.

The FSU has several areas of administrative responsibility:

Food Service Management – Efforts to control the NJDOC food expenditures are coordinated. Using the central menu, the FSU works with AgriIndustries food production plants, the DEPTCOR bakery, the New Jersey Department of the Treasury Purchase Bureau and the Distribution and Support Services in establishing contracts with vendors to monitor and manage food costs at each institution. Additionally, the FSU manages a Waiver of Advertising that provides the department with a mechanism to purchase high-quality, wholesome food products at below-market prices, resulting in a significant reduction to the cost of inmate feeding.

South Woods Central Food Production Facility – The unit manages the operation of the food production plant. This cook-chill facility has been a valuable resource to the NJDOC, providing 28 different meal components to each correctional facility, totaling 2.6 million portions each month. The cook-chill meal production process has provided increased production of meal components using larger batches and longer product shelf life and saved money by purchasing ingredients in bulk and standardizing meal quality. Management of this operation requires developing new products and coordinating product expansion with NJDOC facilities. It also requires accounting for inventory control and product distribution with DEPTCOR warehouse and trucking operations, AgriIndustries' produce and meat processing plants, and the Department of the Treasury Purchase Bureau and Distribution and Support Services.

Nutritional Consultation Unit – This unit is responsible for developing and promoting quality nutritional care services based on the overall needs of the inmate population in accordance with policies, procedures, practices, guidelines, licensure, legislation and standards of professional practice. The consulting dietitian plans and coordinates efforts with NJDOC clinical dietitians to ensure that individual therapeutic nutritional needs are met.

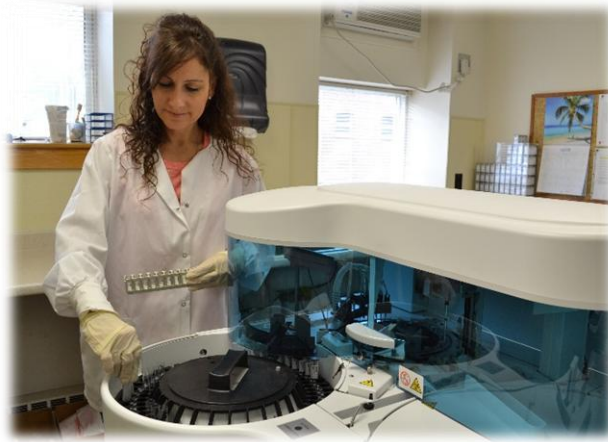
Child Nutrition Program – The program ensures that the NJDOC meets state and federal guidelines required to participate in the Child Nutrition Program, and that the consulting dietitian conducts audits of the participating facilities and fulfills the necessary monthly reporting requirements to the Department of Agriculture's Bureau of Child Nutrition.



Health Services Unit

The Health Services Unit establishes NJDOC procedures regarding the provision of medical, dental, nursing, pharmacy and mental health care services for inmates held in state custody. The unit monitors professional services to ensure compliance with applicable rules, regulations and statutes related to inmate healthcare, with a goal of assuring that community standards are maintained.

The unit's Quality Assurance Section develops formal auditing instruments that allow for the performance of objective audits of all areas of inmate healthcare services.



Principal Laboratory Technician Marie Francis analyzes drug test samples.

Activities and records are reviewed, and reports are created and made available to appropriate administrative authorities.

In addition, the Health Services Unit serves as a link to other state agencies and appropriate community organizations regarding professional healthcare matters. The unit has been represented on the Governor's AIDS Advisory Council, Hepatitis C Advisory Panel and the New Jersey Mental Health Planning Council. The unit also serves as a link to professional colleagues regarding correctional healthcare matters on a regional and national basis.

Office of Substance Abuse Programming and Addiction Services

The primary mission of the Office of Substance Abuse Programming and Addiction Services is to address the addiction concerns of the offender population under the jurisdiction of the NJDOC.

Additionally, this office provides input to other state agencies and community organizations regarding addiction-related matters. That input is reflected by NJDOC membership representation to the Governor's Council on Alcoholism and Drug Abuse, the New Jersey Task Force on Child Abuse and Neglect, and the Advisory Board Panel for the Responsible Parenting Program. This office also serves as a liaison to professional colleagues regarding correctional addiction matters at the state and national level.

Addiction Assessment and Treatment Referral – This office screens all NJDOC jurisdiction offenders for level and severity of addiction and to make appropriate treatment referrals based on the information obtained. The instrument used for this purpose was converted from the research-supported Addiction Severity Index (ASI) to the correctional research-based Texas Christian University Drug Screening-V (TCUDS-V) tool midway through 2016. Trained healthcare staff members conduct the TCUDS-V screening interviews at the NJDOC's intake facilities. Treatment referrals are made to the classification committee based on the assessment findings and other criteria.

Therapeutic Community Substance Abuse Disorder Treatment Program – In 2016, the NJDOC had contracts for 1,332 Therapeutic Community beds in seven different programs, located in six different correctional facilities, one of which is a 60-bed program for females incarcerated at Edna Mahan Correctional Facility for Women. The evidence-based Therapeutic Community in-prison treatment model



has been chosen by the department as its principal residential treatment modality to address offenders with moderate to severe substance use disorders. The Therapeutic Community represents the first phase in the continuum of care; in-prison treatment is followed by participation in residential community release programming. The Therapeutic Community program is designed to address addiction through a holistic approach. The Therapeutic Community views substance abuse as a disorder of the whole person, one that necessitates global changes in lifestyle and self-identity. The department adheres to research-supported model specifications to ensure fidelity and related positive outcomes.

Licensed Substance Use Disorder Program – The NJDOC has partnered with the New Jersey Department of Human Services, Division of Mental Health and Addiction Services, to create licensed Substance Use Disorder (SUD) programs tailored specifically for correctional settings. As of January 2016, licensed outpatient programs are available at designated residential community release programs to address the needs of offenders in halfway houses.

Self-Management and Recovery Training (SMART Recovery) – SMART Recovery is an evidence-based, Cognitive Behavioral Therapy-based program that addresses any identified problem behavior, including substance use disorder. The program allows participants to identify what their problems are and how they can proactively work to change the behavior by evaluating thoughts, feelings and triggers connected to the behavior. The program is secular and offers an alternative to the non-secular fellowship programs.



Gathered together are social workers (from left) Nakeya Samuels, Kristin Hofmann, Susan Harrison, Christina Sellitto, Meredith Herwig and Daylegi Reinoso of the Office of Substance Abuse Programming and Addiction Services.

Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) support groups – The NJDOC contracts for alternative services that include both AA and NA support groups at each facility. Contract vendor staff provides education to offenders in AA and NA support groups and to monitor in-house AA and/or NA meetings on a weekly basis. The contract vendor utilizes the 12-step education modules in its core curriculum as well as educational materials that outline the principles and traditions associated with AA. It is the goal of the psycho-educational program for each participant to leave having acquired an understanding of substance-use disorder prevention resources and use them, for example, to make pro-social lifestyle decisions. These skills include problem recognition; acceptance and responsibility of lifestyle changes and decisions; and the realization that each participant must be accountable for choices in life and that there are resources available, if needed.

Mutual Agreement Program (MAP) – The NJDOC utilizes the placement of addicted offenders in licensed residential drug treatment facilities under the MAP via cooperative agreement with the Division of Mental Health and Addiction Services, Department of Human Services. MAP facilities are state-licensed residential substance use disorder treatment programs. MAP beds represent an option for those most in need of treatment services that have been assessed and identified as in need of further residential, intense substance-use disorder treatment. The MAP treatment referral offender is unique in his or her addiction treatment needs profile.



Living in Balance – The Living in Balance approach is a research-based, psycho-educational program designed as a practical instructional system for conducting treatment sessions for persons who abuse or are addicted to alcohol and other drugs of abuse. The Living in Balance client sessions are facilitated by professionals who are trained to provide treatment services through the Living in Balance curriculum.

Responsible Parenting Program – The Responsible Parenting Program is an interdepartmental initiative that seeks to encourage family reunification and responsible parenting behavior and actions through specific interventions and assistance strategies. The two primary components are: 1) assistance to offenders with active child support orders in the preparation and submission of pro se modification applications, and 2) the delivery of a parenting curriculum for program participants.

Engaging the Family in the Recovery Process – An Innovative Program for the Max-Out Offender – The Engaging the Family program recruits the spouse/committed partner and children of offenders under its jurisdiction as allies in an effort to end the criminal and addictive lifestyle of their loved ones. Case managers facilitate relationship strengthening, parenting and financial literacy, along with substance abuse education workshops. The case managers also assist the offender in establishing specific links to social and drug treatment services in preparation for release and additionally act as a resource to the ex-offender and family post-release.

Immigration Services, Parole Monitoring and the Office of Interstate Services

Immigration Services – A cooperative effort between the NJDOC, Immigration and Customs Enforcement (ICE) and the Executive Office of Immigration Review (EOIR) enables ICE and EOIR to begin deportation proceedings for aggravated felons and other criminal aliens while they are still incarcerated. The primary functions of the Immigration Services Unit include identifying foreign-born offenders when they are identified by the state upon intake at the reception unit; referring them to ICE to determine if the offender is subject to deportation; categorizing each identified offender by those in whom ICE has interest and those that it does not; processing applicable no-interest letters, interest letters and detainers; and monitoring each identified offender as he/she progresses through the removal process (now done essentially by video teleconferencing hearings, which are coordinated by this unit). Staff also works with the Intensive Supervision Program to identify applicants who are foreign born with ICE interest to ensure that those offenders are not erroneously released from custody to supervision.

Parole Monitoring – This unit, in collaboration with the State Parole Board (SPB), ensures that pre-parole packages are processed in a timely manner, in compliance with the Administrative Code. The staff works collaboratively with members of the SPB on various reentry initiatives, including the parole contract. Staff from this unit also coordinate efforts with the SPB and Juvenile Justice Commission to ensure that juveniles housed within the department are afforded due process rights with regard to their more expansive opportunities to be heard by the SPB as well as issues with terms of post-incarceration supervision.

Interstate Services – The office is responsible for administering all matters under the Interstate Corrections Compact, Interstate Agreement on Detainers and International Transfer treaties. This includes the negotiation of contracts to ensure compliance from each party state, the review and acceptance of reciprocal transfers, the development of assurances from other countries, interpreting state and federal statutes relative to interstate matters, acting as the liaison with the Governor's Extradition Secretary, and providing training to county prosecutors' offices, sheriffs' offices and county jail staff. In addition, the office is involved in the related or ancillary tasks in the area of interstate and international extradition of fugitives and escapees; and the maintenance of a caseload of more than 450 offenders serving concurrent



New Jersey sentences in another state or jurisdiction, and New Jersey offenders serving their sentences in the Federal Witness Protection Program. The Corrections Compact has been an increasingly useful tool to separate those high-ranking Security Threat Group (STG) offenders and placing them in states where their power is neutralized.

Release Notification Unit - Central Office

The Release Notification Unit oversees and supervises the institutional release and prosecutor notification processes for all offenders sentenced to the custody of the NJDOC. The unit ensures that all offenders with convictions for current and/or prior sex offenses are properly identified and registered under the terms of Megan's Law and that those identified as potential predators are referred for civil commitment evaluation in accordance with the Sexually Violent Predator Act. The unit also ensures that offenders with psychiatric histories are identified and reviewed for general forensic commitment. The Release Notification Unit is responsible for a computerized tracking system developed to monitor the movement of approximately 3,200 convicted sex offenders or individuals with mental health issues through the state's correctional system. The tracking system provides weekly updates of detailed data and ensures, in an automated fashion, that offenders with convictions for current and/or prior sex offenses, or those with psychiatric histories, are properly alerted and tracked within the Corrections system.

Special Operations Group

The Special Operations Group provides NJDOC facilities with the tactical and technical support that is required during a crisis situation. The unit is a liaison with the State of New Jersey's Office of Emergency Management and maintains mutual aid agreements with local, state and federal law enforcement agencies.

The Special Operations Group is comprised of several units.

Special Operations Response Team (SORT) – SORT consists of 13 operators that are trained in the following roles and skill sets: EMTs, breachers, marksmen, chemical agents, defensive tactics, repelling, Security Threat Group (STG) identification, mobile field force and tactical operators.

Canine Unit – This unit is deployed throughout the state on a daily basis. The Canine Unit consists of two supervisors, 13 handlers and a total of 27 canines. The unit can perform a variety of tasks, from narcotic searches of people and property to the tracking of criminals as well as missing persons. Other functions include explosive device detection, cellular phone detection, tobacco detection, evidence recovery, criminal apprehension, and passive and aggressive scent detection. The unit also provides demonstrations to schools and civic organizations.

Correctional Emergency Response Team (CERT) – CERT consists of 150 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary duties are large-scale



Senior Correction Officer Daniel Rotondo of the Special Operations Group's Canine Unit trains with his partner, Fitz.



disturbance control, tactical search operations, large-scale support of the New Jersey State Police and Office of Emergency Management, and support functions of SORT.

Chemical Ordnance Biological Radiological Aid Unit (COBRA) – COBRA consists of 60 regionally based hazardous materials (HazMat) technicians, HazMat specialists and HazMat operation custody staff members. The COBRA unit is primarily equipped to perform gross, technical and tactical decontamination during HazMat incidents. The COBRA Unit is prepared to respond to, and mitigate, internal hazardous material incidents as well as support State Hazardous Material Response Units when requested to do so.

Special Search Team (SST) – SST is comprised of approximately 60 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary function of the SST is tactical search operations. The members of SST will be deployed to facilities throughout the state, when needed, accompanied by members of the SORT and the Canine Unit. SST is equipped with the appropriate tools needed during a large-scale search.

Office of Emergency Management (OEM) – OEM provides the basis for coordinated emergency operations planning throughout the department prior to, during and after a disaster or emergency. OEM establishes the architecture for a systematic, coordinated and effective departmental response to emergencies and/or disasters that may tax or exceed a facility's resources and capabilities. OEM also sets forth guidance, policies and procedures for the department in its development of emergency plans and its support of emergency management activities.

Departmental Firearms Unit – This unit consists of two certified armorers and a supervisor. The unit's duties include overseeing the repair and maintenance of all NJDOC firearms, and providing tactical and technical support to NJDOC regional ranges, academy ranges and all NJDOC facilities throughout the state.

Critical Incident Negotiation Team (CINT) – CINT consists of both custody and civilian NJDOC staff. These negotiators have been trained and certified by the FBI and have the necessary equipment and experience to carry out negotiations during critical incident situations.

Enhanced Security Transportation Unit – This unit coordinates high-risk transports, including court trips, medical trips and transfers from county jails. The unit also coordinates transportation with outside agencies and out-of-state Departments of Corrections.

Forward Area Strike Team (FAST) – The FAST team is a 25-member unit designed exclusively around the mitigation of any lethal threat both internally and externally. The team consists of a Unit Commander and three eight-person regionalized teams. Each team consists of a Team Leader and the following elements: K9 Patrol, Designated Marksmen, EMT, Breacher, Ballistic Shield Operator, Special Investigator and Tactical Communications. The teams train for both specific and non-specific threats in skills such as room clearing and ballistic searches inside secured facilities. Each member is equipped for their specialty; however, all members are cross trained on all equipment.



State of New Jersey Department of Corrections

2016 Annual Report



Correctional Institutions

Adult Diagnostic and Treatment Center

P.O. Box 190
Avenel, New Jersey 07001
Middlesex County
732-574-2250
Year opened: 1976
Population as of December 31, 2016: 492

Albert C. Wagner Youth Correctional Facility

P.O. Box 500
Bordentown, New Jersey 08505
Burlington County
609-298-0500
Year opened: 1934
Population as of December 31, 2016: 658

Bayside State Prison

4293 Rt. 47
Leesburg, New Jersey 08327
Cumberland County
856-785-0040
Year opened: 1970
Population as of December 31, 2016: 1,921

Central Reception and Assignment Facility

P.O. Box 7450
Trenton, New Jersey 08628
Mercer County
609-984-6000
Year opened: 1997
Population as of December 31, 2016: 729

East Jersey State Prison

Lock Bag R
Rahway, New Jersey 07065
Middlesex County
732-499-5010
Year opened: 1901
Population as of December 31, 2016: 1,199

Edna Mahan Correctional Facility for Women

P.O. Box 4004
Clinton, New Jersey 08809
Hunterdon County
908-735-7111
Year opened: 1913
Population as of December 31, 2016: 651

Garden State Youth Correctional Facility

P.O. Box 11401
Yardville, New Jersey 08620
Burlington County

609-298-6300

Year opened: 1968
Population as of December 31, 2016: 1,414

Mid-State Correctional Facility

P.O. Box 866
Wrightstown, New Jersey 08562
Burlington County
609-723-4221
Year opened: 1982
Closed for renovations until April 2017

Mountainview Youth Correctional Facility

31 Petticoat Lane
Annandale, New Jersey 08801
Hunterdon County
908-638-6191
Year opened: 1929
Population as of December 31, 2016: 676

New Jersey State Prison

P.O. Box 861
Trenton, New Jersey 08625
Mercer County
609-292-9700
Year opened: 1836
Population as of December 31, 2016: 1,580

Northern State Prison

P.O. Box 2300
Newark, New Jersey 07114
Essex County
973-465-0068
Year opened: 1987
Population as of December 31, 2016: 2,373

Southern State Correctional Facility

4295 Route 47
Delmont, New Jersey 08314
Cumberland County
856-785-1300
Year opened: 1983
Population as of December 31, 2016: 1,692

South Woods State Prison

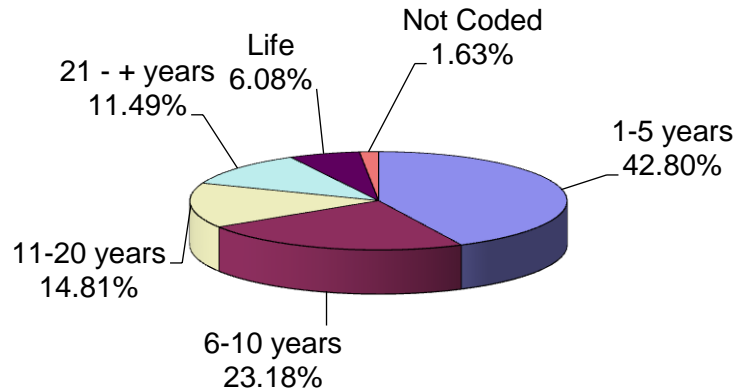
215 Burlington Road South
Bridgeton, New Jersey 08302
Cumberland County
856-459-7000
Year opened: 1997
Population as of December 31, 2016: 3,353



Inmates by Total Term

1-5 years	42.8%
6-10 years	23.2%
11-20 years	14.8%
21 - + years	11.5%
Life	6.1%
*Not Coded	1.6%

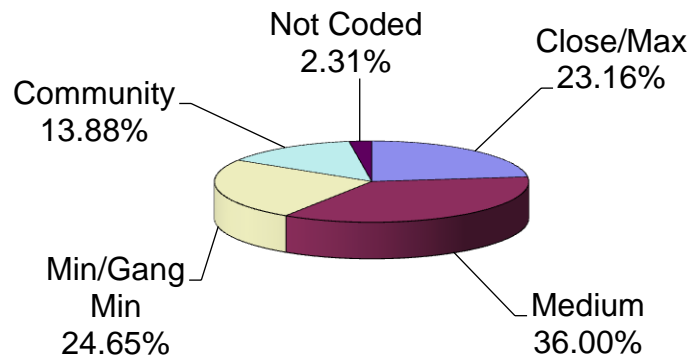
Inmates by Total Term January 3, 2017 (N=19,619)



Inmates by Custody Status

Close/Max	23.2%
Medium	36%
Min/Gang Min	24.6%
Community	13.9%
*Not Coded	2.3%

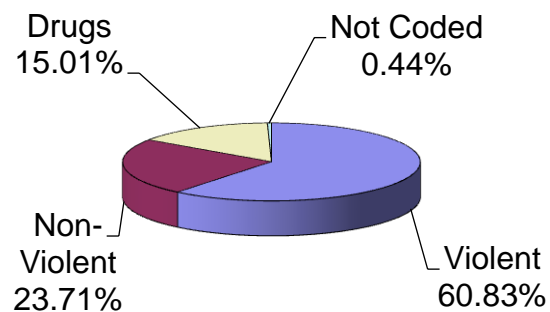
Inmates by Custody Status January 3, 2017 (N=19,619)



Inmates by Offense Type

Violent	60.9%
Non-Violent	23.7%
Drugs	15.0%
*Not Coded	0.4%

Inmates by Offense Type January 3, 2017 (N=19,619)



* Information being compiled at
time of publication.

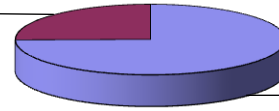


Inmates With Mandatory Minimum Terms January 3, 2017 (N=19,619)

Inmates With Mandatory Minimum Terms

Mandatory Minimum	74.8%
Non-Mandatory Minimum	25.2%

[CATEGORY
NAME]
[PERCENTAGE]

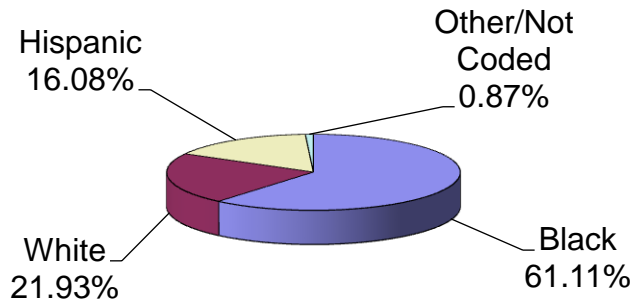


Mandatory
Minimum
74.76%

Inmates by Race/Ethnicity

Black	61.1%
White	21.9%
Hispanic	16.1%
*Other/Not Coded	0.9%

Inmates by Race/Ethnicity January 3, 2017 (N=19,619)

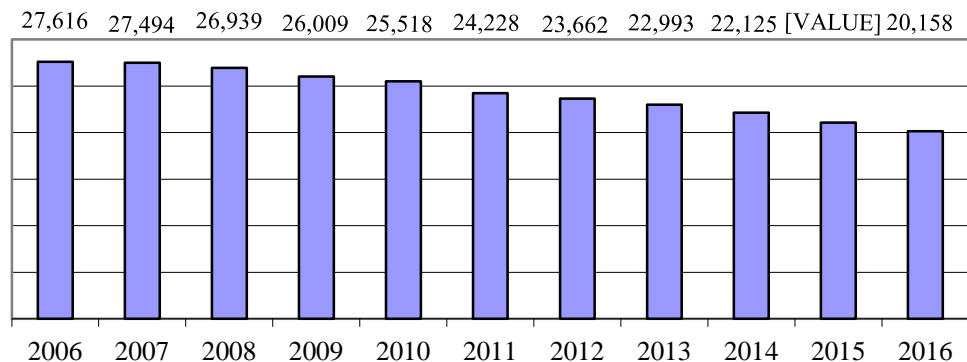


* Information being compiled at time
of publication.

Jurisdictional

2006	27,616
2007	27,494
2008	26,939
2009	26,009
2010	25,518
2011	24,228
2012	23,662
2013	22,993
2014	22,125
2015	21,077
2016	20,158

Jurisdictional Inmate Population July 1, 2006 Through July 1, 2016





DIVISION OF PROGRAMS AND COMMUNITY SERVICES

Office of the Assistant Commissioner

Office of Victim Services - The mission of the Office of Victim Services is to serve as a liaison to crime victims, victim service providers and allied professionals on matters related to services and support for victims of crime.

Responsibilities of the Office of Victim Services include, but are not limited to:

- Offering guidance to departmental administration and staff in matters related to victim/witness assistance, including programs, policy development and implementation, and providing recommendations specific to the implementation of core victim's rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.



Gladian Rivera (left) and Amanda Trombetta of the Office of Victim Services discuss an upcoming project.

- Providing assistance to victims of crime regarding status and the location of inmates, serving as a referral agent to assist with obtaining community resources and acting as a liaison between victims, families of victims, the NJDOC and the offender. Inquiries often include assistance with court-order restitution, community release impact statements, sentencing information and notification methods and requirements.

- Providing programs that serve to educate the offenders on the impact of the crime they have committed on victims, the community and their own families. The Focus on the Victim Program (FOV) is a victim impact program offered to the offender population that places emphasis on restorative justice, empathy building, offender accountability and making amends.

- Enhancing education, awareness and support for the NJDOC employees and the community at large through presentations on understanding victims' needs, enhancing skills for dealing with stress and trauma experienced by victims, recognizing the importance of sensitivity toward victims, and assisting victims with coping skills that will aid in their process of healing and improving upon their lives.
- Active participation in state, county and other local victim-related meetings and functions, in addition to networking with national, state and local victim service providers to ensure the victims are afforded rights and services under federal, state and local laws.



- The Critical Incident Stress Management Program responds to traumatic incidents that may adversely impact an employee's ability to function both at the time of the event or later. Additionally, most of the critical incidents involved the death of a staff member.

In 2016, the Office of Victim Services responded to 414 telephone calls from victims. Also, 331 participants enrolled in FOV, with 81.2 percent completing the program.

Office of Volunteer Services - NJDOC volunteers support the overall mission of the department and are essential in the effective delivery of programming and supportive services for the offender population. The office's responsibilities include, but are not limited to, ensuring the proper recruitment, processing, training, evaluation and recognition of NJDOC volunteers; collaborating with Volunteer Coordinators in each institution to recruit, train and support individuals throughout the community who seek to volunteer in the areas of religious services, education, community programming and recreational services; providing recommendations for accurate procedures and the development of the Volunteer Service Manual; overseeing the NJDOC's volunteer application process; and partnering with the Institutional Volunteer Coordinators, the Special Investigations Division and Identification Units in maintaining documentation as well as tracking and reporting systems relative to the Volunteer Services programs.



Dr. Margaret Henderson (center) of Essex County College is joined by Assistant Commissioner Dr. Darcella Sessomes and Commissioner Gary M. Lanigan at the annual Volunteers of the Year awards ceremony at the War Memorial in Trenton on September 27.

In 2016, the NJDOC had a monthly average of 388 educational volunteers. These dedicated individuals visited correctional facilities 3,483 times and performed a total of 8,482 hours of service. In addition, the NJDOC had a monthly average of 1,115 approved religious services volunteers who visited correctional facilities 18,677 times and performed a total of 34,468 hours of service.

Office of Community Programs & Outreach Services

Office of Community Programs - The mission of the NJDOC Office of Community Programs is to prepare offenders to reenter society as productive citizens and to reduce the likelihood that they will relapse and/or recidivate. To that end, the office contracts with private not-for-profit agencies and provides effective administration of the contracts. The contracts provide the framework for the provision of community-based services to inmates and mandates oversight and monitoring for the delivery of these services. The Office of Community Programs continually tracks the movement of Residential Community Release Program inmates through the continuum of care. The office also seeks to develop and maintain effective programs and services in collaboration with other departments, government subdivisions and stakeholders.

The Office of Community Programs currently has 14 contracts that provide an extensive variety of assessments, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. The contracts provide services in 16 locations throughout the state. Five programs are pre-release work release programs; eight are substance use disorder treatment programs that focus on sobriety



and group dynamics; one provider is dual service and provides both drug treatment and work release; one special needs program; and two assessment and treatment centers that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident prior to their assignments to an RCRP.

NJDOC-contracted Residential Community Release Programs consist of the following programs:

- **Assessment and Treatment Centers** – Provides eligible inmates with a comprehensive assessment of their needs and risks, an orientation to a treatment regimen, and a referral to Work Release Programs, Substance Use Disorder Programs, Special Needs Programs, and/or Mutual Agreement Programs.
- **Special Needs Programs** – The focus of these programs is the provision of specialized health service needs for inmates with mental health issues. Once treatment needs are met, participants may be eligible to participate in a work release component.
- **Correctional Treatment Programs** – The focus of the Correctional Treatment Programs is the provision of services that will provide the tools for inmates with treatment issues to reenter society as productive and sober members. These programs utilize the assessments provided by the Assessment and Treatment Centers as well as the assessments performed during an inmate's incarceration to create a seamless continuum of care for inmates with substance-use issues. Ongoing assessments are performed throughout the inmate's stay to determine progress in treatment. Additionally, when an inmate has completed the treatment portion of the RCRP stay, he or she is generally eligible to seek employment.
- **Work Release Programs** – The focus of the work release programs is to provide residents with a solid foundation for successful reentry into the workforce with the goal of not just obtaining viable employment, but retaining employment.

Inmates who complete the treatment portion of the Residential Community Release Program or inmates assigned to a work release program have the opportunity to obtain employment or participate in educational opportunities in the community, in preparation for reentry. Employed RCRP inmates are obligated to:

- Open and maintain a savings account;
- Pay 16.67 percent of net wages toward fines, fees, penalties and restitution;
- Pay a maintenance fee to the RCRP (30 percent of net wages);
- Pay child support and child support arrears; and
- Pay all state and federal taxes.

Intensive Supervision Program – The Office of Community Programs is responsible for the oversight of the NJDOC liaison to the Intensive Supervision Program (ISP), a highly structured and rigorous form of community supervision that involves extensive client contact, surveillance, a restrictive curfew and urine monitoring. It is located in the judicial branch of government under the auspices of Probation Services in the Administrative Office of the Courts. An NJDOC representative serves as a member of the review panel, which screens, evaluates and recommends applicants to resentencing judges for acceptance to the program.

Office of County Services – As required by state statutes, the Office of County Services conducts annual inspections of the 22 county correctional facilities. In addition to county jail inspections, NJDOC is responsible for inspecting approximately 469 municipal detention facilities located throughout the state. The office also



reviews and approves documents for the construction, renovation or alteration of those facilities to ensure compliance with New Jersey Administrative Code (NJAC) requirements.

Responsibilities of the Office of County Services include, but are not limited to, assessing the operation of all county work release programs, reviewing and responding to inquiries from state-sentenced inmates confined in county correctional facilities, and delivering technical assistance to county correctional wardens/administrators and police chiefs concerning the revision, development and/or implementation of any policy, procedure or written protocol required by the NJAC.

Office of Chaplaincy Services – Located at Central Office, the Office of Chaplaincy Services is responsible for support of the Religious Services programs within each of the NJDOC correctional institutions. The office provides guidance and support to all institutional chaplains and administrators on religious matters. Additionally, this department is responsible for the development and implementation of policies and procedures that guide the delivery of religious services and appropriate religious accommodations for the offender population.

When religious issues are challenged by the offender population or institutions are seeking further guidance on religious matters, the Office of Chaplaincy Services assists in this process through the input of its Religious Issues Committee. The Religious Issues Committee consists of a diverse team of departmental staff members who convene to review religious matters on a case-by-case basis and make recommendations to ensure that offenders' religious rights and freedoms are upheld, while ensuring for the safety and security of the overall institution.

The Office of Chaplaincy Services ensures that the correctional institutions are providing appropriate and diverse faith-based services, programming and outreach for the offender population. Each of the institutional Chaplaincy Services programs is supported by chaplains and a network of religious service volunteers and mentors who are essential in ensuring that the offender population is afforded the opportunity to practice their respective faiths while incarcerated.

Office of Educational Services

The mission of the Office of Educational Services is to provide student inmates with academic, vocational and life-skills programming. The NJDOC regards correctional education as a critical component to assisting offenders with reentry into society. Staff members supervise, support and ensure delivery of educational services, including law library services and educational volunteer services.

Unlike a traditional school setting, the NJDOC follows an open-entry, open-exit policy. Students enter or exit classes according to their educational needs and entrance to the facility. The educational programs are consequently dynamic, individualized and aligned with the Common Core standards (now known as the New Jersey Student Learning Standards). Each of the department's main facilities holds a graduation ceremony annually to celebrate student achievements.

The DOC operates these major programs:

- **High School Diploma Program** – All youth offenders under the age of 20, as well as those under age 21 with an Individual Education Plan (IEP), are provided traditional high school coursework, including mathematics, social studies, language arts, science and enrichment classes. Students earn credits from their home school districts toward the fulfillment of their high school diplomas. Youth students are



mandated to attend such coursework until they reach an ineligible age. *In FY 2016, 41 high school diplomas were awarded.*

- **Adult Basic Education and High School Equivalency Program** – The NJDOC is mandated to provide a course of education to any interested potential student. Adult students are afforded the opportunity to enroll in education to attain their high school equivalency (HSE) diploma. Adult basic education programs with certified teachers are available at all correctional facilities. *In FY 2016, 395 students passed the high school equivalency examination, which reflects an 82 percent passing rate.*
- **Career and Technical Education Program** – The NJDOC offers career and technical education programs that teach vocational skills, such as building trades, electrical trades and culinary arts training. Students earn industry-recognized certifications upon completion of these programs, which they can use toward securing gainful employment upon release. The two newest additions are the green technology and carpentry programs offered at the Edna Mahan Correctional Facility for Women. *In FY 2016, more than 4,600 industry certifications were awarded.*
- **Post-Secondary Education** – In addition to incarcerated men and women having access to post-secondary education through college correspondence courses, NJDOC partners with a consortium of colleges and universities through the New Jersey Scholarship and Transformative Education in Prisons to provide a post-secondary degree to incarcerated men and women. The program operates in seven correctional facilities through private funds from the Sunshine Lady, Ford, Gates, Kaiser and Soros foundations. The VERA Institute of Justice oversees the implementation of this initiative. *In FY 2016, 15 Associate Degrees were confirmed. Also, 578 offenders were enrolled in degree-bearing college courses.*
- **Promoting Responsibility in Drug Education (PRIDE)** – The Office of Educational Services is responsible for oversight of the community outreach program known as Project PRIDE. This program brings minimum custody offenders, escorted by correction officers, into middle and high schools or other agencies to talk about their personal experiences with drugs and alcohol. Young people have an opportunity to hear real-life stories and to consider the consequences of substance abuse. The program is designed to reduce the appeal of drugs and alcohol and to promote responsible decision-making skills. *In FY 2016, 75 PRIDE sessions were completed. Also, more than 31,000 students attended a PRIDE presentation.*



Staff and inmates participate in Project PRIDE at Crocket Middle School.

The Office of Educational Services is responsible for ensuring that all available funding is allocated, distributed and utilized. There are numerous major funding sources available to the office: Direct State Appropriations, State Facilities Education Act, Title I Neglected and Delinquent, IDEA-B, Carl D. Perkins Vocational Education Act and Title II Workforce Investment Act.



Office of Transitional Services

In an effort to reduce the risk of recidivism and increase the likelihood of an inmate's successful reentry into society, the NJDOC created the Office of Transitional Services. The goal of the Office of Transitional



Director Suzanne Lawrence (right) and Program Specialist Rosalind Preston discuss details of one of the many programs offered by the Office of Transitional Services.

Services, through the correctional institutions' Social Services departments, is to implement a seamless continuum of care for offenders utilizing cost-efficient, well-proven behavior science practices system-wide to increase offenders' abilities and their motivation to demonstrate responsible, crime-free behavior.

Through intensive evidence-based programming, offenders are provided with the tools necessary to become productive members of the community. The Office of Transitional Services has also developed partnerships with federal, state and local agencies to create linkages to resources that provide support to offenders. Intense transition support in the pre-release phase of an offenders' incarceration is critical to ensure his or her successful reentry into the community.

The Office of Transitional Services' Correction Offenders Reintegration Programs (C.O.R.P.) include:

- **Thinking for a Change (T4C)** – T4C is a cognitive behavioral program endorsed by the National Institute of Corrections as a best practice approach for reducing recidivism. The goal of the program is to effect change in offender thinking so offenders can change their behavior. It assists offenders in breaking the cycle of incarceration by teaching them how to think before they react, how to build positive relationships and how to think about things in a positive way. *In 2016, 801 participants enrolled in T4C, of which 91.2 percent completed the program.*
- **Successful Transition and Reentry Series (STARS)** – STARS is a release preparatory program designed to address each major reentry barrier faced by the returning offender. Topics include employment, housing, transportation, education, family reunification and finances. STARS assists offenders in breaking the cycle of incarceration, addresses possible barriers associated with the reentry process, teaches offenders how to build positive family relationships, prepares offenders to join the workforce, and helps to develop effective problem-solving, communications and life skills. It also provides offenders with vital resource information for services in the community. *In 2016, 1,498 participants enrolled in STARS, of which 88.58 percent completed the program.*
- **Cage Your Rage for Men (CYR-M) and Cage Your Rage for Women (CYR-W)** – CYR is an anger management program. It is endorsed by the American Corrections Association as a best practice program designed to help offenders recognize their angry feelings, learn their cause, and deal with them in a responsible way. Participants learn the connection between thoughts and anger and, more importantly, techniques to help them manage their anger. *In 2016, 762 participants enrolled in CYR, of which 91.2 percent completed the program.*



- **Successful Employment through Lawful Living and Conflict Management (SEALL)** – SEALL is a job retention program with a specific focus on maintaining employment and addressing on-the-job conflict. The program prepares offenders to address possible barriers to employment, how to build positive working relationships and how to develop effective problem solving and communication skills. *In 2016, 1,369 participants enrolled in SEALL, of which 89.92 percent completed the program.*
- **Helping Offenders Parent Effectively for Men (HOPE) and Helping Offenders Parent Effectively for Women (HOPE-W)** – HOPE is a parenting program offered by NJDOC. The goal of the program is to help participants become responsible parents, even while incarcerated, with the ultimate goal of reducing the rate of incarceration by offenders learning to positively influence their own children to live law-abiding lives. HOPE is designed to enable offenders to recognize the importance of accepting responsibility for their children and increasing their ability to be self-sufficient by beginning to take control of their lives. *In 2016, 445 participants enrolled in HOPE, of which 84.04 percent completed the program.*
- **Family Reunification and Transition (FRAT)** – FRAT is a program that focuses on recognizing that many offenders leave prison without developing a plan for rebuilding family relationships or without an understanding of their family's expectations upon their return. FRAT is designed to assist offenders as they begin the process of reconnecting with their family members by addressing past and present behaviors and preparing for changes in the family that could affect the offender's transition. *In 2016, 921 participants enrolled in FRAT, of which 92.18 percent completed the program.*

OTS Special Services

- ***Fair Release and Reentry Act***

There are many obstacles offenders may face when making the transition from a correctional facility to their community. The Fair Release and Reentry Act (FRARA) of 2009 is intended to provide those ex-offenders exiting with a comprehensive information packet to aid in their successful re-integration into society. On the day of release, every inmate leaving the custody of the New Jersey Department of Corrections will receive a FRARA portfolio containing information that may be beneficial to his or her reentry. The FRARA portfolio includes a temporary release photo ID, final discharge paperwork, a copy of current criminal charges, remaining account balance, final trust account statement and a medical records summary.

Where applicable, releasing inmates will also be provided with notification of active warrants/detainers, NJ Transit bus tickets (if purchased), any necessary medical referrals, and a two-week supply of medication.

Information is also provided on the Right to Vote, Records Expungement process, Child Support/Custody, Community-Based Resources and State Parole Board Certificate of Rehabilitation application, as well as a host of other pertinent reentry related materials.



Additional services provided by the Office of Transitional Services:

- **Project Storybook** – This program gives incarcerated mothers the opportunity to read and record books for their children. The incarcerated mother records a book on a CD. Then, the book and the CD are sent home to the child as a gift from their incarcerated parent. *In 2016, 196 CDs were recorded and sent home to children.*



effort between the NJDOC and the New Department of Law and Public Safety, Office of Victim-Witness Advocacy. It provides services under the Violence Against Women Act (VAWA). The goals of the program are to reduce the negative impact of past domestic violence and sexual victimization of female inmates, and to reduce the risk of future victimization of the female victims of domestic violence, upon their release from prison.

S.O.S. accomplishes this goal by providing specialized in-prison domestic violence/sexual assault counseling and support services in both English and Spanish, and linking S.O.S. program participants to appropriate post-release community-based support services. *In 2016, 28 inmates participated in Introduction to Domestic Violence, 39 inmates participated in the Moving Forward Program, and 35 inmates participated in the Healthy Relationships Program.*

- **Music Specialty Group** – This is a 12-week program, conducted once a week, for two hours. The therapy is designed to facilitate healing from trauma through the use of musical expression. Various techniques are used for expression and communication, including the creation of music, songwriting and singing. Participants may also have the opportunity to perform their compositions in a special concert presentation. No musical experience is necessary to participate. *In 2016, 235 inmates attended the Music Specialty Group. In addition, the Domestic Violence Awareness Month Concert took place on October 28, 2016, with 188 inmates attending.*
- **Dance and Movement Therapy** – This program utilizes the tools of dance and movement for better health both physically and emotionally, employing body/mind integration through the use of such methods as Laban's Effort Shaped Movement, Jacobsen's Relaxation Techniques, and breathing skills aimed at healing. This body-oriented psychotherapy is aimed toward women impacted by intimidated partner violence, child abuse, sexual assault, violence/trauma or emotional abuse. *In 2016, 25 inmates attended the Creative Movement Group.*

- **Mother/Child Visitation Program** – This program allows inmate mothers to visit with their children at Edna Mahan Correctional Facility for Women (EMCFW). The Mother/Child Visitation Program provides transportation for children from a pickup point in a designated county. The county pickup points include – Camden, Mercer, Middlesex, Union, Essex, Monmouth, Bergen, Passaic Hudson and Morris counties. *In 2016, 119 Mother/Child visits were held, with the participation of 43 mothers and 95 children.*

- **Saving Our Sisters (S.O.S.)** – This program is a joint Jersey State effort between the NJDOC and the New Department of Law and Public Safety, Office of Victim-Witness Advocacy. It provides services under the Violence Against Women Act (VAWA). The goals of the program are to reduce the negative impact of past domestic violence and sexual victimization of female inmates, and to reduce the risk of future victimization of the female victims of domestic violence, upon their release from prison.

Singers provide festive music at the Mother/Child Visitation Holiday Party at Edna Mahan Correctional Facility for Women on December 8.