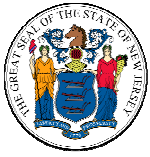


State of New Jersey Department of Corrections



ANNUAL REPORT 2012

**Gary M. Lanigan
Commissioner**



Message from Commissioner Gary M. Lanigan

We in the New Jersey Department of Corrections, under the leadership of Governor Chris Christie, remain dedicated to operating this agency as efficiently and effectively as possible. Through the successful implementation of a wide array of programs and initiatives, we continued to make significant strides throughout the 2012 calendar year.

As a result, we remain a model law enforcement agency, not only in the Garden State, but nationally.

The credit for our many successes goes to our outstanding staff, both custody and civilian. We are well aware of the fact that our correction officers represent the last lines of defense our society has against its worst criminal offenders. However, an officer's interaction with an inmate ultimately can make the difference between that individual continuing a life of crime or making a transition into a productive, law-abiding citizen. That's why it is so important to make certain that our standards of recruitment and training are higher than ever before. It is essential that our correction officers are the best prepared and most professional in the history of the New Jersey Department of Corrections.

Our efforts, collectively as well as individually, have led to the many accomplishments highlighted in this Annual Report.

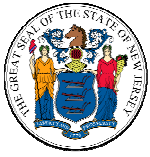
Let us pledge to continue working to strengthen our department. Together, we will continue to face the challenges of modern correctional management. Together, we will continue to succeed.

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 (NJDOC) in March 2010.



*Commissioner
Gary M. Lanigan*

Pictured on cover are (clockwise, from top left) bugler Lt. John Henderson; the NJDOC Pipes and Drums Band; the NJDOC Central Office grounds; and Senior Correction Officer Dustin Boone



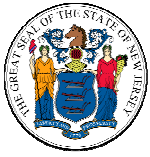
NJDOC 2012 Highlights

When Governor Chris Christie appointed Gary M. Lanigan as Commissioner of the New Jersey Department of Corrections (NJDOC) in early 2010, he mandated that the department operate smarter, better and as efficiently as possible. Throughout 2012, examples of the NJDOC's successes abounded.

- Custody overtime hours worked in 2012 were 228,184 less than 2011 – a reduction of 25 percent – and resulted in a savings of \$12.3 million. Since fiscal 2009, the NJDOC has reduced custody overtime hours worked from 955,091 to 616,132 – reducing the overtime hours worked by approximately one-third. This represents a year-to-year total savings in overtime expenditures of \$16.5 million.
- Expenditures to reimburse counties for housing state-sentenced inmates in 2012 were \$6.5 million less than the previous year. This amounts to a 75 percent reduction in costs to the department for this population.
- Through its Grants Management Unit, the NJDOC was one of a few agencies selected to receive funding from the Office of Emergency Management to enhance the department's Hazmat response and training capability to state, county and local law enforcement and correctional agencies. Additionally, Federal Recovery Act funding will allow the department to expand its biometric identification and verification of inmates through the purchase of Live Scan and Fast ID technology. Once installed, the department will capture fingerprint, palm print and mug shots of inmates at intake and upon release for forwarding to federal and state criminal repositories.
- After receiving unanimous approval in both the Senate and Assembly, legislation designating July 30 as Correction Officer Day in New Jersey was signed into law. The measure, which has been referred to as "Fred Baker's Law," recognizes and honors all correction officers for their ongoing efforts to keep the Garden State safe. On July 30, 1997, Senior Correction Officer Fred Baker, age 35, a member of the custody staff at Bayside State Prison, was stabbed to death by an inmate. Each year since his passing, a service is held on July 30 at Bayside to honor his memory.



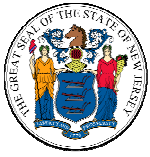
Correction Officer Recruit Christopher J. Anastasio (left) receives the Fred Baker Academic Achievement Award from Fred Baker Sr.



- A pilot project for the privatization of food services was initiated at Bayside State Prison. A two-year contract was awarded to Aramark, which assumed full responsibility for providing food service at the prison in March 2013. It is anticipated that the NJDOC will realize an annual savings in food costs at the institution.
- As principal investigator on a National Institute of Justice grant dealing with the Adam Walsh Act, Dr. Kristen Zgoba, supervisor of the NJDOC Research and Evaluation Unit, completed the final report and presented the grant findings at multiple state and federal conferences. Additionally, she had five articles published in peer review journals in 2012 and collaborated with numerous research universities on six different research projects. Dr. Zgoba also was the recipient of the Peter Lejins Award for Excellence in Corrections Research. She received the award – named for a distinguished research professor whose work has influenced corrections and criminal justice for more than 50 years – at the American Correctional Association’s winter conference.
- The Resource Review & Study Unit supported the award-winning Governor’s Transparency Performance Initiative by identifying and publicly reporting on key performance indicators in the Governor’s Performance Center at: <http://www.yourmoney.nj.gov/transparency/performance/corrections>.
- The NJDOC Emergency Vehicle Operators Course (EVOC) was introduced by the Correctional Staff Training Academy as a proactive approach to tactical vehicle response and overall driver safety. Initially the instruction was intended to assist the Special Operations Group as well as the Central Transportation Unit with advanced defensive driving techniques. The program quickly became identified as an invaluable training tool that exhibits the versatility needed to be effective in all departmental driving applications. The Training Academy also developed an Executive Driver Safety Course, which has since become mandatory instruction for all individuals who operate vehicles with emergency light packages. It is anticipated that this course will be utilized department-wide in 2013.
- Through vehicle data tracking and cost analysis, the Fleet Management Unit was able to justify a \$5.1 million dollar line-of-credit vehicle purchase of 142 new vehicles in 2012. This vehicle replacement initiative will result in a reduction in the overall age of the NJDOC’s fleet and achieve cost savings by increasing the



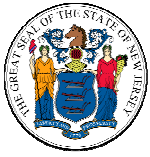
Inmates install equipment and decals to a new van.



- per-trip vehicle seating capacity, necessitating fewer trips during mass movements.
- The Office of Human Resources developed and implemented a policy to centralize the custody promotional process. This policy significantly reduced the number of custody supervisor vacancies in the department at any one time. It also reduced the number of employees out of work to attend interviews and eliminated union concerns regarding employees being bypassed on certification lists for subjective reasons.
 - The female administration segregation units at New Jersey State Prison were depopulated, and all female ad seg inmates were returned to Edna Mahan Correctional Facility for Women.
 - DEPTCOR initiated dialogue with Camden County College to develop a program of inmate vocational training that expanded into a vocational education program with a training grant awarded by the Environmental Protection Agency. The grant will provide approximately 200 hours of training in environmental-based industry services.
 - During 2012, there was an average monthly enrollment of 323 inmates under age 21 in educational programs, and 61 high school diplomas were awarded. Furthermore, more than 71 percent of those inmates who tested for a GED – 518 of 721 – received a high school equivalency diploma. These statistics place the NJDOC among the most successful entities in the state, including community colleges and technical schools, in terms of preparing students to obtain a GED.
 - With the introduction of legislation mandating specific educational standards for the offender population, it became imperative to increase the ranks of educational volunteers. From July to November 2012, education volunteers, whose ranks include significant numbers of college students, increased department-wide from 206 to 297. Volunteer visits went from 102 to 529, and hours performed by education volunteers grew from 373 to 1,266.
 - A complete security assessment of all Residential Community Release Programs (RCRPs) was undertaken by the Deputy Commissioner and the Chief of Staff. Findings as well as recommendations were shared



Volunteer Rosemary McGee, a professor at Drew University, interacts with inmates at Edna Mahan Correctional Facility for Women.

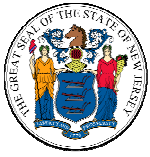


- with the directors of each RCRP. The recommendations resulted in improved search procedures and enhanced perimeter security measures, including the installation of cameras in several facilities.
- A smoking cessation initiative, designed to eliminate smoking and improve air quality in NJDOC facilities for staff, inmates, vendors and visitors, was implemented in three phases. The initiative culminated in the banning of tobacco products within the secured perimeter of all departmental facilities.
 - A new policy permitted the utilization of department-approved candles and menorahs during Chanukah.
 - Consolidation of in-patient mental health treatments units, the Residential Treatment Unit and the Transitional Care Unit at New Jersey State Prison was completed. The consolidation resulted in the closing of 48 beds in the Residential Treatment Unit at the prison.
 - In April, the department provided a comprehensive training seminar to all management personnel, detailing the impact a major hurricane would have on the state and preparing the department for such an event. This seminar proved invaluable when Hurricane Sandy hit the state in October. More than 5,500 inmate movements, including those in Residential Community Release Programs, occurred as a result of the super storm. The phased movements were completed without incident. In the aftermath of the storm, the NJDOC deployed offender work details from Mountainview Youth Correctional Facility for emergency cleanup of state parks. In addition, at the request of the New



The Clean Shores inmate detail is at work at Liberty State Park.

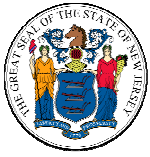
- Jersey State Police, the department provided security details at the Barrier Islands
- Hundreds gathered on the Central Office grounds on the morning of September 20, as the names of 12 officers who died in the line of duty between 1894 and 1978 were formally added to the permanent memorial to those who have made the ultimate sacrifice. The names were discovered and confirmed thanks to the



- research of Major Wayne Sanderson of the Adult Diagnostic and Treatment Center. The program also included the presentation of departmental service awards to NJDOC employees who had distinguished themselves both in and out of the workplace through exemplary actions.
- In an effort to share best practices with our correctional partners throughout the east coast, the NJDOC hosted a “Multi-Jurisdictional Security Symposium.” The one-day conference attracted federal, state and county correctional officials from Connecticut, New York, Pennsylvania, Delaware and Virginia. Topics included cell phone detection, hostage negotiations, the Prisoner Rape Elimination Act and the NJDOC Special Operations Group’s mobile field force.
 - The American Correctional Association conferred its first-ever Innovations in Corrections Award on “Engaging the Family in the Recovery Process – An Innovative Approach for the Max-Out Offender.” The NJDOC program, which is strictly voluntary, seeks to improve an inmate’s chances for success and, in doing so, to reduce recidivism rates and ultimately make a positive difference in public safety.



Listening to a presentation at a CHANGE meeting are (from left) Chief of Staff Mark Cranston, Lt. Governor Kim Guadagno, Commissioner Gary M. Lanigan and Deputy Commissioner Mark Farsi.



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 Department of Corrections is organized into three separate divisions:

Administration

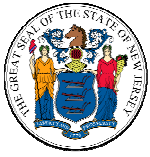
The Division of Administration is responsible for managing the department's \$1 billion budget, which includes funding for more than 8,000 staff members, including 6,000 in custody positions. Roughly 24,000 individuals are under NJDOC jurisdiction in state correctional institutions, county jails and halfway houses. The division provides administrative services to support the departmental mission in such major areas as budget and fiscal management, personnel, DEPTCOR and information systems.

Operations

The Division of Operations is responsible for 13 institutions – seven adult male correctional facilities, a satellite unit, three youth correctional facilities, a central reception/intake unit and a women's correctional institution. 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. The Adult Diagnostic and Treatment Center operates corrections' rehabilitative programs for habitual sex offenders. The offender population at Edna Mahan Correctional Facility for Women is comprised of females at all levels of security.

Programs and Community Services

The Division of Programs and Community Services provides institutional and community-based program opportunities for offenders, including academic and vocational educational programs, library (lending and law) services, substance abuse treatment and transitional services. Other specialized services include victim assistance, chaplaincy services, county assistance quality assurance and liaison to the Intensive Supervision Program. Additionally, the division contracts with private and non-profit providers throughout the state to provide community-based residential treatment programs for offenders under community supervision. Public safety is enhanced through the development, coordination, administration and delivery of these institutional and community-based programs and services.



OFFICE OF THE COMMISSIONER

Office of Legal Affairs & Regulatory Affairs

The Office of Legal & Regulatory Affairs oversees significant 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.

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

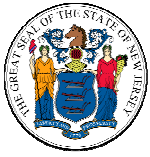
Administrative Rules Unit (ARU) - The primary responsibilities of the ARU are to develop, maintain and timely promulgate New Jersey Administrative Code 10A rules for the NJDOC. As such, ARU staff coordinates rulemaking proceedings with NJDOC administrative staff, staff of the Office of the Governor, 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.

American 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 NJ DOC and the Office of the Attorney General. The unit processes the following incoming legal documents served on the NJDOC and/or employees:



- Civil actions (U.S. District and Superior Court complaints)
- Writs of Habeas Corpus
- Small Claims Complaints
- Municipal Complaints
- State Tort Claims
- Appeals
- Subpoenas

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.

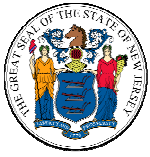
Legislative Services - The unit keeps abreast of proposed and current legislation that may impact the NJDOC and maintains a cooperative and informative working relationship with the state legislature and committee aides, the Governor's Office and the Office of Legislative Services in order to respond to inquiries and requests for constituent assistance, and to provide supportive or unfavorable 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.



Legislative Liaison Karin Burke (left) consults with Special Legal Advisor Melinda Haley.

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, 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.

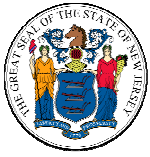
In addition, the EED represents the NJDOC in external discrimination claims before the Division on Civil Rights and the Equal Employment Opportunity Commission. The EED also serves as the department's representative on the New Jersey Human Relations Council, the New Jersey Affirmative Action Officers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

Ethics – It is essential that the conduct of State of New Jersey employees hold the respect and confidence of the people. Therefore, employees must avoid conduct that is in violation of the public trust or gives the appearance that such trust is being violated. The State Ethics Commission (SEC) is the State of New Jersey agency responsible for monitoring compliance with the New Jersey Uniform Ethics Code (UEC) and the New Jersey Conflicts of Interest Laws (Conflict Laws).

The ethics section of the EED serves as the liaison between the NJDOC and the 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 UEC and the Conflicts Law. The ethics section of the EED also is responsible for the annual distribution of the Ethics Briefing. The Ethics Officer for the NJDOC 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:

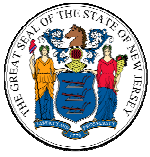
Employee Relations/Liaison Unit – This unit represents the NJDOC at contract negotiations and in the administration of 11 negotiation unit (union) agreements and any such agreements that occur in the future. The unit advises the Commissioner, upper managers and unit supervisors regarding the department’s 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 from employment. 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 department-wide staff in such areas 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.

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 for the NJDOC by 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 regularly 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.

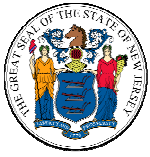


SID investigators receive ongoing technical training in an effort to maintain the department's ability to keep pace with the ever-changing criminal atmosphere. The division has expanded its role within the NJDOC with the establishment of several specialized units. These units have catapulted the SID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



Commissioner Gary M. Lanigan (left) is joined by Assistant Chief Investigator Duane Grade (center) and Acting Chief Investigator Kevin Bolden.



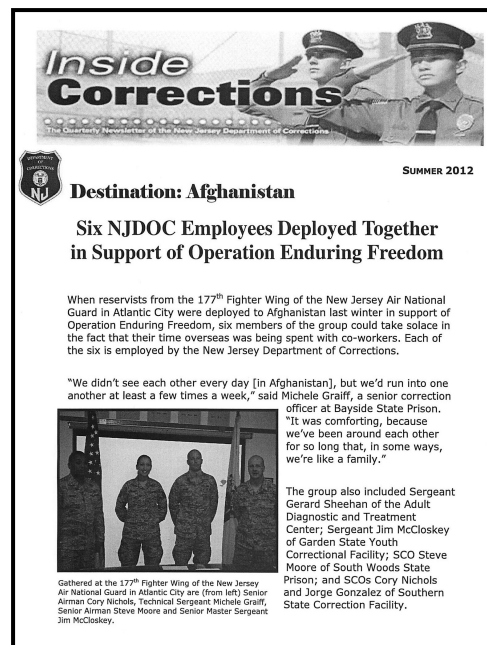
Office of the Corrections Ombudsman

The Office of the Corrections Ombudsman provides a concerned medium within which inmates can seek redress for issues and concerns. The office functions independently from the administration of the operational units; this detachment enables the development of trust, confidentiality and objectivity between the ombudsmen and inmates. In considering any given instance or concern, the interests and rights of all parties who might be involved are taken into account. The office supplements, but does not replace, the department's existing resources for conflict resolution.

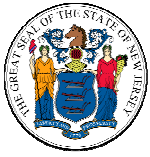
In addition, the Office of the Corrections Ombudsman reviews rules, regulations, standards, policies, procedures and practices to ensure they are consistent with federal and state guidelines, the Civil Rights Act and New Jersey's Code of Criminal Justice. The Corrections Ombudsman and Assistant Ombudsmen regularly visit the correctional facilities, satellite units and community-based programs to ensure that living conditions are adequate and to allow the incarcerated the opportunity to be heard and impartially evaluated.

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 Web site, the *Inside Corrections* newsletter, annual reports and promotional materials.



"Inside Corrections" is the NJDOC newsletter.



OFFICE OF THE CHIEF OF STAFF

Fleet Management Unit

The Fleet Management Unit (FMU) serves as liaison between the NJDOC and Department of the Treasury, Bureau of Transportation Services, to insure that all departmental vehicles are receiving proper repair at all Treasury, Bureau of Transportation Services, 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 - and the replacement of lost or stolen license plates. 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 insure departmental compliance.



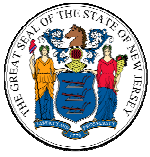
The Fleet Management Unit manages the department's vehicle assignments and database.

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 composes investigative correspondence of vehicle-related infractions, such as Vehicle Complaints and Traffic Violations forwarded by the Department of the Treasury.

The FMU prepares all documentation required to acquire new vehicles. It also evaluates special equipment needs, such as security equipment, and coordinates installation. The unit is constantly on call to assist departmental personnel in the retrieval of disabled vehicles, insuring 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 the approximate 8,000 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, wage and salary administration, and computerization of personnel management information. The Office of Human Resources is also responsible for the compliance with, and development of, all human resource policies and for the continuous 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.

The Office of Human Resources fosters an environment that encourages employees to build work and interpersonal skills with the goal of continuously improving job performance to offer quality services to inmates and the public. In the event it becomes necessary, Human Resources staff oversees pre-layoff and reduction-in-force layoff planning. 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 and time and attendance audits.

Human Resources provides direction to program managers in establishing the need for, and the development of, departmental procedures for implementation of all applicable and contractual agreements to ensure congruence with related departmental human resources functions: training, employee relations and the Equal Employment Division.

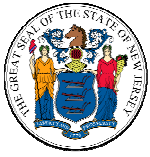
Office of Training

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.

In order to qualify for admission into the



Correction Officer Trainees prepare to graduate at the War Memorial in Trenton.



Correctional Staff Training Academy, applicants must complete a pre-employment process that includes a background investigation, and physical and psychological examination.

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.

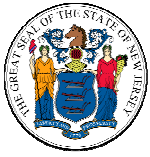
The NJDOC training facility is located at the National Guard Training Center in Sea Girt. The programs offered are designed to develop and enhance the skills of employees and to prepare them for future advancement, while presenting a comprehensive, multi-faceted approach to training. To augment the staff, 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 many of the Office of Training's course offerings.

The Office of Training is also 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, un-armed 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, non-uniformed, and volunteer and contracted provider training as well as training in a variety of other disciplines. 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 visit high schools, colleges and job fairs throughout the state to promote career opportunities within the NJDOC.

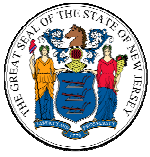
Office of Policy and Planning

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 is responsible for several NJDOC units.

Prison Rape Elimination Act (PREA) Compliance Unit – This unit ensures the NJDOC is compliant with the Prison Rape Elimination Act of 2003 (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 responsible for the generation, distribution and maintenance of NJDOC policy statements and internal management procedures, which are documents that impact on 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, training of executive staff in the APPM protocol occurs regularly.



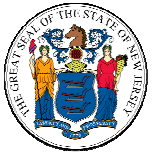
Policy Analysis and Planning Unit (PA&P) – The PA&P Unit develops analyses on the impact of proposed legislation that may affect inmate population growth, departmental budgetary needs and NJDOC capital needs. PA&P Unit also prepares the annual offender characteristics report, which is posted on the NJDOC Web site, and files concerning inmate population, characteristics, deaths and other data. These files are shared with various criminal justice system agencies.

Criminal Justice Interagency Unit (CJIU) – This unit interacts, promotes and oversees the utilization of technology in order to improve the exchange of information among criminal justice agencies at the federal, state, county and municipal levels. The unit administers the NCIC2000 and NJCJIS applications, along with providing departmental ACF2 security, in compliance with the New Jersey State Police and the FBI.

Video Teleconference (VTC) Unit – The VTC Unit develops, implements and maintains state-of-the art video conferencing capability throughout the state criminal justice system in order to increase efficiency, reduce operating costs and increase public safety and community protection by reducing the external movement of state-sentenced inmates into the community. The unit provides system-wide access to the NJDOC inmate population for criminal justice systems at the state, county, local and federal levels.

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.

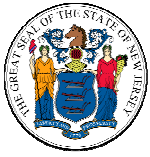
Resource Review and Study (RR&S) Unit – The RR&S Unit identifies benchmarks in order to quantify and analyze NJDOC performance, comply with federal reporting requirements, document best practices and foster successful innovations in areas including, but not limited to, improved performance of the overall inmate management and service functions, improved impact analysis for future policy objectives, validation of duration, cost, effort and quality objectives for inmate services.



Grants Management Unit – This unit oversees of 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.



Administrative Analyst Kerry Pimentel prepares a grant application.

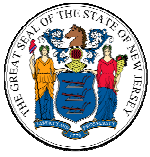


State of New Jersey Department of Corrections

2012 Annual Report



<u>Program/Project Name</u>	<u>Funding Source</u>	<u>Award Amount</u>
NEW GRANT AWARDS		
State Criminal Alien Assistance Program (SCAAP)	Bureau of Justice Assistance	\$3,792,188
FY2012 Federal Bulletproof Vest Partnership	Bureau of Justice Assistance	\$247,788
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$528,259
FY2011 Justice Assistance Grant	Bureau of Justice Assistance	\$159,542
Emergency Management Performance Grant	Federal Emergency Management Agency	\$50,000
FEMA Public Assistance Funding - Various Declared Disasters	Federal Emergency Management Agency	\$570,308
Nicholson Foundation - P.A.I.D.	The Nicholson Foundation	<u>\$15,000</u>
Total New Awards		\$5,363,085
CONTINUATION GRANT AWARDS		
Residential Substance Abuse Treatment-No Return	Bureau of Justice Assistance	\$207,848
FY2013 Responsible Parenting Program	Department of Health & Human Services	\$415,628
FY2013 Social Services Block Grant	Department of Health & Human Services	\$96,556
Adult Basic Skills	Department of Education	\$952,926
Carl Perkins Vocational	Department of Education	\$157,172
Individuals with Disabilities Act	Department of Education	\$220,830
No Child Left Behind Act	Department of Education	\$593,305
STOP Violence Against Women	Office on Violence Against Women	\$76,000
Community-Centered Responsible Fatherhood Reentry	Department of Health & Human Services	<u>\$1,039,049</u>
Total Continuation Awards		\$3,759,314
PENDING GRANT AWARDS a/o 1/01/13		
Justice Assistance Grant - Statewide Live Scan & Fast ID	Bureau of Justice Assistance	\$350,000
Total Pending Awards		\$350,000
TOTAL GRANT AWARDS		\$9,472,399



DIVISION OF ADMINISTRATION

Office of Financial Management

The Office of Financial Management identifies current and future NJDOC fiscal resources and monitors the expenditure of available funds.

The office is comprised of the following bureaus/units:

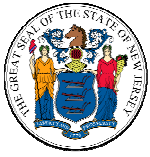
Bureau of Budget and Fiscal Planning – This bureau compiles annual operating budgets that reflect the needs of the NJDOC, as required by legislative mandate. The bureau provides fiscal analysis of current year activity and compiles quarterly spending plans that report on the fiscal status of the department. In addition, it monitors the levels of spending via account/spending analysis; provides detailed analysis of custody staffing by using the Baseline Reporting Information System; and 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



Analysts Donna Gies (left) and Pat Loreti prepare to review the budget.

daily operations. The bureau provides supervision, administrative direction and assistance in accounting, purchasing, and internal controls to DEPTCOR, AgriIndustries and Albert C. Wagner Youth Correctional Facility Laundry revolving funds and Capital Construction funds. 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 data base 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.

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:



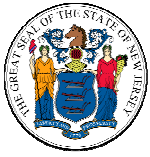
- Non-budgeted fund financial statements comply with generally accepted accounting principles;
- Adequate internal controls existed over the financial operations of the non-budgeted funds;
- There is adherence to applicable state laws, administrative code, and state, departmental and institutional policies 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 and maintains the department's Land and Building Asset Management system. Audits performed by the state's Office of Legislative Services and other external audit groups are reviewed to ensure findings are accurate, and recommendations are appropriate.

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, which 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. In addition, the bureau manages the Central Office Revenue Unit. This unit is responsible for the processing of revenues collected from offenders for court-imposed fines, penalties and restitution.

Bureau of Institutional Operations– 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.

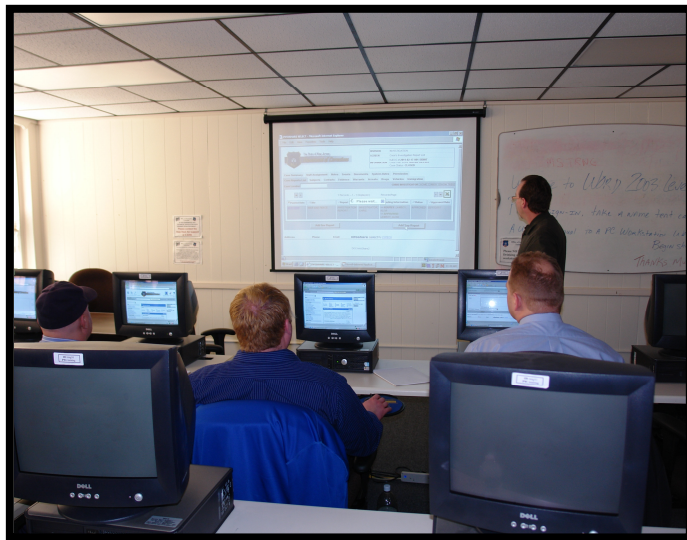
Bureau of Procurement and Contract Management – This bureau provides administrative and technical direction and assistance in purchasing for NJDOC programs and facilities, via issuance of internal management policies, procedures and other guidelines and directives. The bureau procures needed goods and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



Office of Information Technology

The mission of the Office of Information Technology is to support the core business needs of the department through maintenance of existing technology; and the development, use, and support of 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 to stakeholders.

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, and numerous smaller applications. CMIS is also integrated with a hospital-quality medical package and a Document Imaging and Management System (FileNet). DOCNet provides the Department with local/wide area network operations, which allows 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.

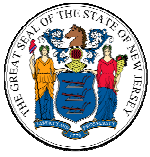


The Office of Information Technology identifies emerging technologies to improve employee productivity.

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.

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 system is financed out of a revolving fund, from which all operational expenses are paid.

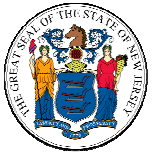
The State Use Industries program operates under the trade name of DEPTCOR. The mission of DEPTCOR is to educate, train, and provide marketable skills through the operation of a variety of manufacturing and service enterprises, enabling participating inmates to produce finished products that are top-quality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



Inmates assemble and sew garments at Edna Mahan Correctional Facility for Women.

DEPTCOR operates 21 shops and offices employing approximately 1,000 inmates from nine state correctional facilities. A wide range of products, which includes 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 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 such business functions 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

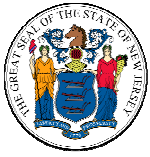


to ensure customer satisfaction through an efficient and diversified manufacturing and on-the-job training operation, while reducing inmate idleness and recidivism upon release.

On-the-job training, while under the close supervision of experienced supervisors, allows inmates to gain practical experience while learning marketable skills. DEPTCOR places the same demands on inmates that “free world” industries require of their employees: doing the best job possible in the fastest and most efficient manner. Inmates develop a sense of responsibility toward their jobs, pride in their work and a feeling of self-worth. DEPTCOR prepares inmates for the transition from prison jobs to careers and improves their chances of reentry into the community.



Inmates learn marketable skills in the Print Shop at South Woods State Prison.



DIVISION OF OPERATIONS

AgriIndustries

The objective of the AgriIndustries Revolving Fund, established in 1977, is to provide various food and dairy items to different governmental departments at a savings, while also offering inmates jobs and training that can be utilized upon their release. AgriIndustries operates five dairy farms and satellite operations, which produce crops to support the dairy herds and milk to meet the meal service needs of the NJDOC inmate population.

Products produced by AgriIndustries operations are purchased by the NJDOC and the departments of Human Services and Military and Veterans Affairs as well as the Juvenile Justice Commission.

AgriIndustries has milk processing plants at Jones Farm and Bayside State Prison Farm as well as dairy herds located at Skillman Farm, Mountainview Youth Correctional Facility Farm and Albert C. Wagner Youth Correctional Facility Farm. In 2002, AgriIndustries rejoined the Holstein Association, which provides genetic tracking, registering of cows and interaction with breeding organizations. These and other services ensure that the state herds are raising outstanding animals.

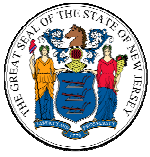
AgriIndustries has meat and produce processing plants at South Woods State Prison. Staff members at the meat plant produce an array of meat items, which include but are not limited to ground beef, hamburger patties, meat loaf, minute steaks, and poultry and pork products. Staff members at the produce plant prepare packaged salads and process fruit 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 food production plants utilize and train about 100 inmates daily in all areas of food production technology.

AgriIndustries is a self-supporting operation without appropriated funds.

Capital Planning and Construction Unit

The Capital Planning and Construction Unit determines or assesses NJDOC priorities relating to capital construction projects. The unit is responsible for the following information:



Monthly Financial Status Summary – This summary contains financial summaries for both capital and capital bond appropriations, which identify the status of appropriations as they relate to the cost of the individual capital projects. The report also provides the status of individual capital projects funded via capital appropriations, capital bond funds or institutional Direct State Services funding.

The Annual Capital Budget – The budget is prepared 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.

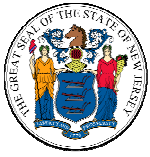
The Institutional Capital Project/Priority Report – This report provides a consolidated listing of capital/renovation needs of the department's 13 institutions and satellites and prioritizes the capital needs that are of the most immediate concern to each facility.

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 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.

Central Medical/Transportation Unit

Central Transportation Unit (CTU) – The unit was created in May 1986 to reduce overtime costs to the NJDOC and continues its goal to operate effectively and efficiently in a professional manner, while protecting the welfare of the staff, inmates and general public.

The CTU mission is the safe and secure intrastate transportation of state-sentenced inmates housed in state 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 Bayside State Prison, South Woods State Prison, East Jersey State Prison, Northern State Prison, Mountainview Youth Correctional Facility, Albert C. Wagner Youth Correctional Facility and Mid-State Correctional Facility. 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 150,636 miles per month transporting an average number of 4,800 inmates per month for court appearances (state superior court criminal, family, Intensive Supervision Program, civil/federal/ municipal) and remand returns from court; medical appointments (hospitals, physicians' offices, medical discharges); 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 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.

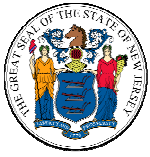
In addition, Central Transportation transports inmates involved in civil litigation where the inmate is to reimburse the state for transportation

fees in matters not involving their incarceration. The unit has also undertaken the transportation of sexually violent predators 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.



Representing the Central Transportation Unit are (from left) Lt. Anthony Colucci, Major Joseph Polyi, Sgt. James Mitchell, Senior Correction Officer Dennis Rivera and Administrative Analyst Patti Gaskill.



On October 26, 2012, the Central Transportation Unit, in tandem with other departmental entities, was called upon by the NJDOC to safely and efficiently evacuate and transport the inmate population of Southern State Correctional Facility to other institutions throughout the state in anticipation of Hurricane Sandy. In the aftermath of Hurricane Sandy, the Central Transportation Unit returned the population back to Southern State and other facilities. Members of the unit met the challenge despite severe damage to some of their own homes.

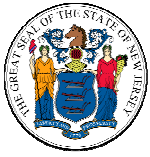
Within the CTU is the Interstate Escort Unit. This unit is responsible for the return of all out-of-state extraditions of parole violators, escapees, Intensive Supervision Program violators, Juvenile Justice parole violators, serving time out-of-state (STOS) cases and correction compact cases transferred out of and returning to New Jersey. The unit has one supervisor and four Interstate Escort officers assigned to complete scheduled trips. The unit continues to meet the challenge of transporting interstate trips without impacting the Central Transportation Unit's day-to-day operations.

In an effort to operate in as efficient and practical manner as possible, this unit has made great strides in reducing the cost of interstate transport of prisoners across state lines. In 2012, the Interstate Escort Unit logged 73,082 interstate miles and completed 69 flights across the country to return 251 fugitives without incident.

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, labor and delivery, 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. Because of 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. The security cost for



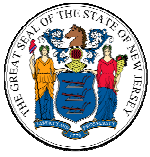
the Mercer/Camden county inmate's stay at St. Francis is deducted from each county's monthly reimbursement for housing NJDOC inmates at their respective county facilities.

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. At present, approximately 31 labor teams provide service, five days a week, to a majority of New Jersey counties in all three regions of the state.

Inmate labor support is a staple for several state departments, including Transportation (DOT), Human Services (DHS) and Environmental Protection (DEP). Collectively, these three areas alone utilize 21 labor teams on a permanent basis. This resource has proven to be one of the most practical, cost-effective measures toward alleviating spending and operational costs for numerous entities that are affected by current economic conditions. The NJDOC utilizes work crews totaling more than 250 inmates. These inmate labor crews are charged with providing landscaping, janitorial work and special projects to many of the state developmental centers under the auspices of the DHS. Also, the DEP Clean Shores Program is supported by inmate labor. Inmate labor teams clean the shoreline of New Jersey from Jersey City to Cape May into the tidal areas of the Delaware River. In addition, five inmate labor crews support the federal government at Fort Dix, and one crew is permanently assigned to the State Police. Other state agencies receiving support from the Inmate Labor Program include the departments of Community Affairs, Military and Veterans Affairs, Agriculture and Treasury.



State and municipal government agencies utilize inmate labor.



Central Operations Desk (COD)

In January 2012, the NJDOC revamped the way noteworthy occurrences within the department are reported to Senior and Executive Staff by establishing the Central Operations Desk, located on the grounds of the department's Central Office headquarters and staffed by Correction Majors.

The COD is the NJDOC's centralized communication 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.

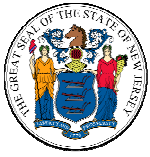
Central Communications Unit – The unit, which is overseen by the COD, provides radio transmissions and teletype communications for the NJDOC, State Parole Board, Juvenile Justice Commission, Intensive Supervision Program and Administrative Office of the Courts over a broad bandwidth. In addition, Central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



Major James Keil gathers information at the Central Operations Desk.

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, providing 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 executive and administrative staff in reconciling matters of dispute in the areas 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 and Technology, the Classification Support Unit continues to develop and support a Web site 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 Web site provides quick access of information to victims, prosecutors and other interested parties regarding all offenders in the state system.

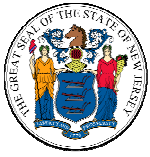


Classification Officer Joan Caffrey-Stocker investigates an offender's sentence calculation.

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 relative 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 assist the department's efforts in demonstrating the priority it places on the classification processes of meeting all statutory and 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 for numerous state and federal agencies; and directs the statewide quality assurance and audit processes for time calculation, classification and case-management. It will, for



example, ensure that statutory requirements are applied in a consistent manner regarding the application of credits and the sequencing of sentences.

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.

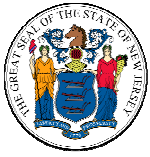
The FSU has several areas of administrative responsibility:

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 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 price, resulting in a significant reduction to the cost of inmate feeding.

South Woods Central Food Production Facility – The unit manages the development and directs 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 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, practice, 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, which serves qualifying inmates under age 21 who are housed in any of the NJDOC's three youth correctional facilities, 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. The NJDOC receives federal reimbursement of approximately \$600,000 annually and surplus USDA food commodities.

The Sanitation/Waste Management/Recycling Program – This program makes cost-effective recommendations to facilities in an effort to achieve the most efficient sanitation, waste management and recycling efforts, which are incorporated into state waste removal and recycling contracts and communicated with the Department of Health. The unit provides oversight of the Department of Health Chapter 24 sanitation inspections and Department of Environmental Protection requirements. Increasing waste recycling activity at all facilities as well as the Central Office has effectively reduced waste, resulting in lesser waste disposal costs. Administration of this effort entails institutional program oversight, monitoring, data collection and departmental reporting. The NJDOC currently recycles approximately 30 percent of its waste stream.

The FSU also provides recommendations to the Department of Treasury to ensure cost-effectiveness for contracts for various food items, food service equipment, waste removal, dishwashing, janitorial and laundry chemicals, inmate shoes, multi-material recycling, pest control, coffee dispensing systems and edible plate waste. The unit is responsible for the distribution of USDA foods and surplus equipment on a system-wide basis. Contacts with other state agencies are established and maintained to ascertain whether non-food surplus property of value is available to the NJDOC and to internally relocate equipment that is no longer useful to individual facilities. The FSU, in cooperation with AgriIndustries and DEPTCOR, manages a food commodities acquisition and distribution program. Quality, reduced-cost products acquired from various sources, such as Jersey Fresh farmers, the Department of Agriculture and the private sector, are provided to NJDOC facilities.

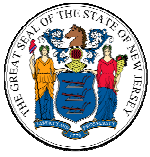
Health Services Unit

The Health Services Unit establishes NJDOC procedures regarding the provision of medical, dental, nursing, pharmacy and mental health care services of inmates held in state custody.

The unit monitors professional services to insure compliance with applicable



The Health Services Unit and UMDNJ took part in the annual Performance Improvement Fair.



rules, regulations and statutes related to inmate healthcare, with a goal of assuring that community standards are maintained.

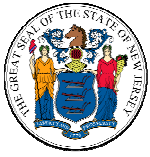
The unit's Quality Assurance Section develops formal auditing instruments that allow for the performance of objective audits of all areas of inmate healthcare services. Activities and records are reviewed, and reports are created and made available to appropriate administrative authorities.

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 in bodies such as 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.

Immigration Services, Parole Monitoring and the Office of Interstate Services

Immigration Services Unit – 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. This procedure ensures, in many cases, rapid removal upon the completion of the alien's sentence. The primary functions of the Immigration Services Unit include identifying foreign-born offenders when they are state identified; 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 Unit – This unit, in collaboration with the State Parole Board (SPB), ensures departmental compliance with the Parole Settlement Agreement; ensures that pre-parole packages are processed in a timely manner, in compliance with the administrative code; and monitors administrative parole holds to determine trends relative to the reasons for the hold as well as the operational and fiscal impact on the NJDOC. 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 issues with terms of post-incarceration supervision.



Office of 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 statute 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 as well as 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 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. The compact also allows for general population placement of those former STG offenders who have been labeled as informants in states where their status is unknown.

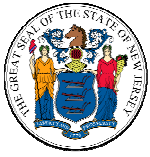
Office of Drug Programs

The primary mission of the Office of Drug Programs is to address the addiction concerns of the offender population under the jurisdiction of the NJDOC.

The Office of Drug Programs is responsible for the following programs and services:

Addiction Assessment and Treatment Referral – The Office of Drug Programs is charged with screening all NJDOC jurisdiction offenders for level and severity of addiction and to make appropriate treatment referrals based on the information obtained. The instrument currently in use for this purpose is the research-supported Addiction Severity Index (ASI). Staff members specifically trained to conduct the ASI carry out screening interviews at the Central Reception and Assignment Facility (CRAF) and other intake facilities. Treatment referrals are made based on the assessment findings and other criteria.

Therapeutic Community Substance Abuse Disorder Treatment Program – The NJDOC currently contracts for 1,332 Therapeutic Community beds in eight different programs, located in six different correctional facilities. The evidence-based Therapeutic Community in-prison treatment model has been chosen by the department as its principal treatment modality to address offender substance use disorder. The Therapeutic Community represents the first phase in the continuum of care; in-prison treatment is followed by participation in community corrections. The program, nine to 12 months in duration based on progress in treatment, is designed to address addiction from 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



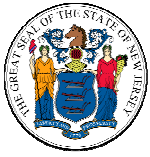
adheres to research-supported model specifications to ensure fidelity and related positive outcomes.

Therapeutic Communities - Recovery Oriented Integrated System (ROIS) – The ROIS is an offender continuum of care enhancement project that has been piloted under the NJDOC since late 2006. At the start of the program, it was recognized that although the NJDOC had a research-based continuum of care design, the continuity of treatment of the offender from one agency to the next was merely connected, not necessarily coordinated or integrated in approach. The ROIS system, based on years of field practice and research, holds that recovery success comes from a long term recovery track that deals with recovery issues not as a discrete treatment episode, but as a part of the reentry/reintegration process. The pilot program at Northern State Prison enlisted continuum partners, the Fresh Start Therapeutic Community, Talbot Hall Assessment and Treatment Center, The Harbor Halfway House and the New Jersey State Parole Board. Each takes an integrated approach in handling and progressing participating offenders through the step down reentry continuum. The treatment system that is integrated in a recovery framework is what is required and found in the ROIS model.

Therapeutic Communities - Criminal Justice Drug and Alcohol Treatment Studies (CJ-DATS 2) – The NJDOC, through the Office of Drug Programs, is involved in a national collaborative drug treatment research project funded by the National Institute on Drug Abuse (NIDA) under the title Criminal Justice Drug and Alcohol Treatment Studies – 2. The department is in partnership with the internationally recognized Center for Alcohol and Drug Studies, University of Delaware, under this initiative and is represented on the CJ-DATS 2 Steering Committee.

The primary focus of CJ-DATS2 is to develop a better understanding of the organizational and systems issues that can facilitate or undermine implementation of effective drug treatment and other services. The CJ-DATS2 research centers are particularly interested in how agencies, sites or programs adopt and implement evidence-based practices across different stages of criminal justice processing and how the implementation of evidence-based programs and practices can be improved to yield better client outcomes and increased utilization of other services. The NJDOC has now entered into the Second Phase of the Research Protocol.

Mutual Agreement Program (MAP) – The NJDOC continues to utilize the placement of addicted offenders in licensed residential drug treatment facilities under the MAP via cooperative agreement with the Division of Mental Health and Addition 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 intense substance use disorder treatment. This is achieved through the discharge summary



prepared by certified/licensed alcohol/drug treatment staff at one of the department's therapeutic community programs.

The MAP treatment referral offender is unique in his/her addiction treatment needs profile.

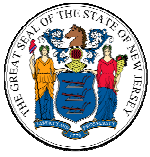
Living in Balance – This approach is a research-based, psycho-educational program designed as a practical instructional system for conducting treatment sessions for persons who abuse or are addicted to alcohol and other drugs of abuse. The criteria to participate in the continuum of care preclude certain addicted offenders who have too little time to participate and/or are not eligible for halfway house attendance. The Living in Balance client sessions are facilitated by Office of Drug Programs' addiction professionals who are trained to provide treatment services through the Living in Balance curriculum.

Responsible Parenting Program (RPP) – The RPP is an interdepartmental initiative with the Department of Human Services that seeks to encourage family re-unification 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.

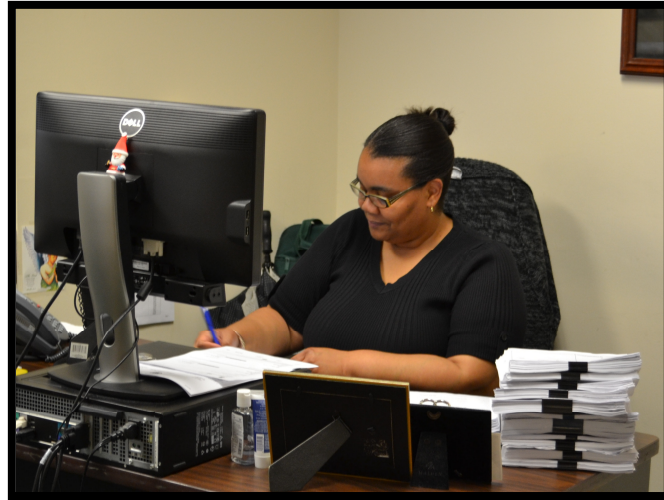
Engaging the Family in the Recovery Process – An Innovative Program for the Max-Out Offender – This program, funded through the United States Department of Health and Human Services, recruits the spouse/committed partner and children of offenders under its jurisdiction as allies in the end of the criminal and addictive lifestyle of their loved ones. The focus of the program is an often underserved population – those who max-out (complete their sentence) while behind bars. The program is facilitated with incarcerated fathers and their identified partners. The goals of the program are to strengthen marriage and family relationships of the incarcerated offender, enhance the well-being of children of incarcerated fathers and motivate and prepare incarcerated fathers to maintain drug free and crime free lifestyles. Case managers facilitate relationship strengthening, parenting, financial literacy and 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.

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 the NJDOC's sex offender liaison for the State of New Jersey and is responsible for a computerized tracking system



Secretarial Assistant Patricia Hudson-Pemberton prepares prosecutor notifications.

developed to monitor the movement of approximately 3,600 convicted sex offenders 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 computer system.

The Release Notification Unit also develops policies, directives and procedures in accordance with various state and federal statutes to ensure standardization and uniformity.

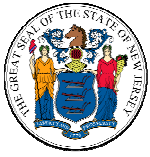
Special Operations Group

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 entities.

Special Operations Response Team (SORT) – SORT is a 15-person team that includes EMTs, breachers, marksman, 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 one supervisor, 13 handlers and a total of 28 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, 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 disturbance control, tactical search operations, large-scale support of the New Jersey State Police and Office of Emergency Management, and support functions of SORT.

Special Search Team (SST) – SST is comprised of approximately 50 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 various facilities throughout the state, accompanied by members of the SORT and the Canine Unit. SST is equipped with the appropriate tools needed during a large-scale search.

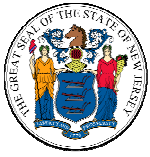
Departmental Firearms Unit – This unit consists of two certified armorers and a supervisor. The unit's duties include overseeing the repair and maintenance of all NJDOC firearms, and providing tactical and technical support to NJDOC regional ranges, academy ranges and all NJDOC facilities throughout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



The Special Operations Group includes (from left) Senior Correction Officer Myron Kelley, SCO Juan Castano, SCO Brian Rivera and SCO Donald Mitchell.

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.



State of New Jersey Department of Corrections

2012 Annual Report



Correctional Institutions

Adult Diagnostic and Treatment Center

P.O. Box 190 732-574-2250
Avenel, New Jersey 07001
Middlesex County
Year opened: 1976
Population as of December 31, 2012: 613

Albert C. Wagner Youth Correctional Facility

609-298-0500
P.O. Box 500
Bordentown, New Jersey 08505
Burlington County
Year opened: 1934
Population as of December 31, 2012: 1,043

Bayside State Prison

4293 Rt. 47 856-785-0040
Leesburg, New Jersey 08327
Cumberland County
Year opened: 1970
Population as of December 31, 2012: 2,211

Central Reception and Assignment Facility

P.O. Box 7450 609-984-6000
Trenton, New Jersey 08628
Mercer County
Year opened: 1997
Population as of December 31, 2012: 918

East Jersey State Prison

Lock Bag R 732-499-5010
Rahway, New Jersey 07065
Middlesex County
Year opened: 1901
Population as of December 31, 2012: 1,482

Edna Mahan Correctional Facility for Women

908-735-7111
P.O. Box 4004
Clinton, New Jersey 08809
Hunterdon County
Year opened: 1913
Population as of December 31, 2012: 780

Garden State Youth Correctional Facility

P.O. Box 11401 609-298-6300
Yardville, New Jersey 08620
Burlington County
Year opened: 1968
Population as of December 31, 2012: 1,777

Mid-State Correctional Facility Annex

P.O. Box 866 609-723-4221
Wrightstown, New Jersey 08562
Burlington County
Year opened: 1982
Population as of December 31, 2012: 688

Mountainview Youth Correctional Facility

31 Petticoat Lane 908-638-6191
Annandale, New Jersey 08801
Hunterdon County
Year opened: 1929
Population as of December 31, 2012: 1,047

New Jersey State Prison

P.O. Box 861 609-292-9700
Trenton, New Jersey 08625
Mercer County
Year opened: 1836
Population as of December 31, 2012: 1,851

Northern State Prison

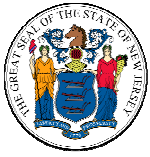
P.O. Box 2300 973-465-0068
Newark, New Jersey 07114
Essex County
Year opened: 1987
Population as of December 31, 2012: 2,408

Southern State Correctional Facility

4295 Route 47 856-785-1300
Delmont, New Jersey 08314
Cumberland County
Year opened: 1983
Population as of December 31, 2012: 2,031

South Woods State Prison

215 Burlington Road South 856-459-7000
Bridgeton, New Jersey 08302
Cumberland County
Year opened: 1997
Population as of December 31, 2012: 3,407



State of New Jersey Department of Corrections

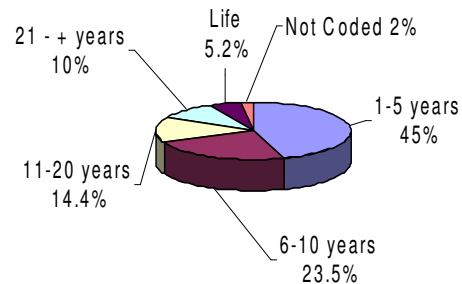
2012 Annual Report



Inmates by Total Term

1-5 years	45.0%
6-10 years	23.5%
11-20 years	14.4%
21 - + years	10.0%
Life	5.2%
*Not Coded	2.0%

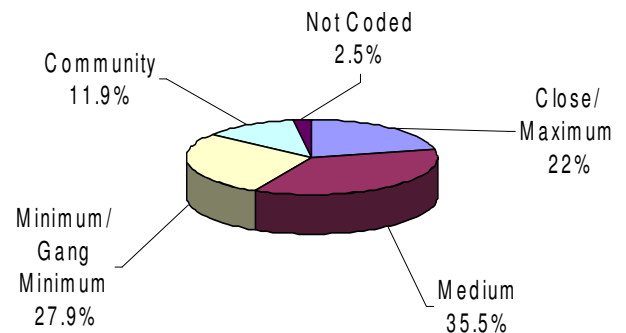
Inmates by Total Term January 2, 2013 (N=23,123)



Inmates by Custody Status

Close/Maximum	22.0%
Medium	35.5%
Minimum/Gang Minimum	27.9%
Community	11.9%
*Not Coded	2.5%

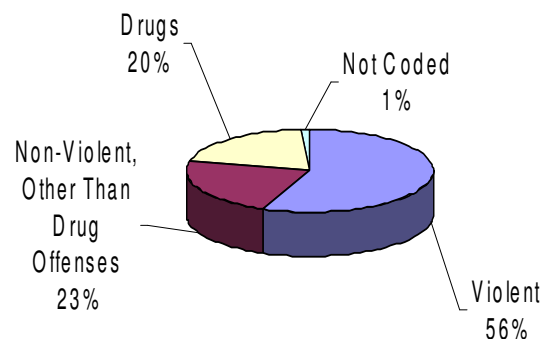
Inmates by Custody Status January 2, 2013 (N=23,123)

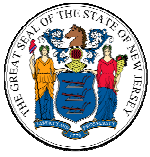


Inmates by Offense Type

Violent	56.0%
Non-Violent	23.0%
Drugs	20.0%
*Not Coded	1.0%

Inmates by Offense Type January 2, 2013 (N=23,123)





State of New Jersey Department of Corrections

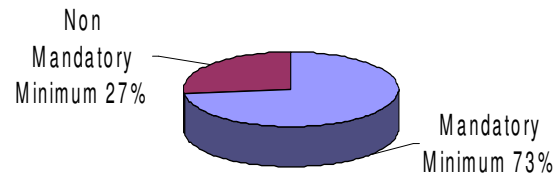
2012 Annual Report



Inmates with Minimum Terms

Mandatory Minimum	73.0%
Non-Mandatory Minimum	27.0%

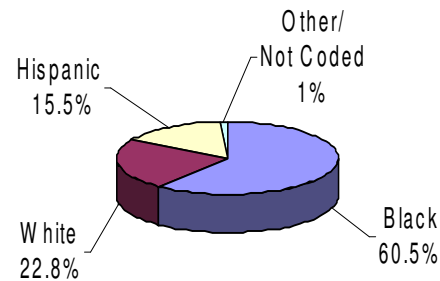
Inmates with Mandatory Minimum Terms January 2, 2013 (N=23,123)



Inmates by Race/Ethnicity

Black	60.5%
White	22.8%
Hispanic	15.5%
*Other/Not Coded	1.0%

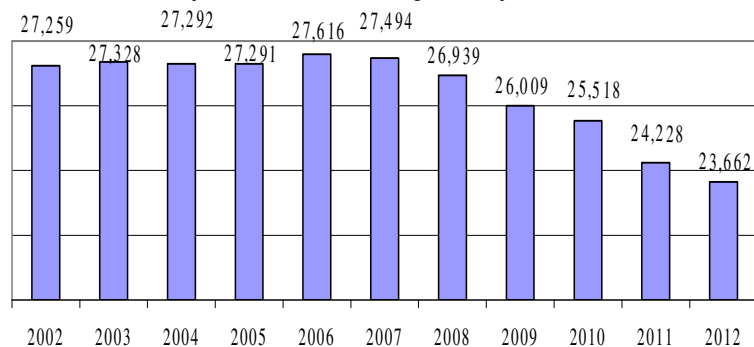
Inmates by Race/Ethnicity January 2, 2013 (N=23,123)



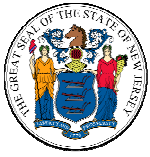
Jurisdictional

2002	27,259
2003	27,328
2004	27,292
2005	27,291
2006	27,616
2007	27,494
2008	26,939
2009	26,009
2010	25,518
2011	24,228
2012	23,662

Jurisdictional Inmate Population July 1, 2002 Through July 1, 2012



* - Information being compiled at time of publication.



DIVISION OF PROGRAMS AND COMMUNITY SERVICES

Office of Community Programs and Outreach Services

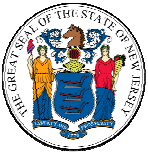
The Office of Community Programs and Outreach Services includes the following entities:

Office of Community Programs – The mission of the Office of Community Programs is to prepare offenders to reenter society as productive citizens and to reduce the likelihood that they will relapse (return to drug and/or alcohol use) and/or recidivate (commit additional offenses). To that end, the office contracts with private not-for-profit agencies and provides for the effective administration of the contracts. The contracts provide the framework for the provision of community services to inmates and mandates oversight and monitoring for delivery of these services. The Office of Community Programs continually tracks the movement of Residential Community Release Program (RCRP) 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 NJDOC has embraced offender transition through community corrections. The Office of Community Programs currently contracts for 18 RCRPs that provide an extensive variety of assessment, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. Four programs are pre-release work release programs; 10 are substance use disorder treatment programs that focus on sobriety and group dynamics; two are assessment and treatment centers that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident; and two are special needs programs. RCRPs that provide in-house mental health services for the special needs inmate preparing to return to the community were established in 2006. There are presently 2,657 RCRP beds under contract with the NJDOC.

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

- **Assessment and Treatment Centers** provide eligible inmates with a comprehensive assessment of their needs and risks, an orientation to a treatment regimen, and a referral to Work Release Programs, Correctional Treatment Programs, Special Needs Programs or Mutual Agreement Programs.

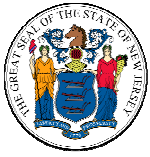


- **Special Needs Programs** – The NJDOC currently contracts for two Special Needs Programs. The focus of these programs is the provision of specialized services for inmates with mental health issues, Mental Illness and Chemical Abuse/Addiction (MICA) issues and specialized health service needs. One of the programs collaborates with a third party to provide on-site mental health services. Once treatment needs are met, participants may be eligible to participate in a work release component. Although all of the RCRPs work closely with the residents to assist them with discharge planning, discharge planning and the provision of concrete linkages to community services are an essential element of these programs.
- **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 for inmates with substance-use issues. Ongoing assessments are performed throughout the inmate's stay to determine progress in treatment; when an inmate has completed the treatment portion of their RCRP stay, he/she is generally eligible to seek employment.
- **Work Release Programs** – The focus of 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.

Reentry Opportunities – 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 towards 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 also 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 and 376 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.

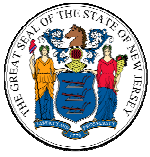
The Office of County Services is also responsible for reviewing and responding to inquiries from state-sentenced inmates confined in county correctional facilities. In addition, the office provides technical assistance to county correctional wardens/administrators and police chiefs concerning the revision, development 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 the oversight and support of the Chaplaincy Services offices within each of the NJDOC correctional institutions. The office provides guidance and support to all institutional chaplains and administrators on religious matters and 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 offices is supported by chaplains and a network of religious service volunteers who are essential in ensuring that the offender population is afforded the opportunity to practice their respective faiths while incarcerated.

Chaplaincy Network Program – The Office of Chaplaincy Services has developed a program designed to match offenders with trained faith- and community-based volunteers throughout the community in an effort to support the offender with a successful reentry



process and reunification with their families. The mentors serve as role models and support systems while further providing guidance and assistance to the offender, along with his/her family, with linkages and access to community resources.

The Office of Chaplaincy Services believes that prisoner reentry should be addressed on a continuum and that participation in one program will not in itself reduce recidivism rates. Delivering services to individuals during and post-incarceration has been a proven method of positively impacting upon the lives of offenders and reducing recidivism. Currently, the Office of Chaplaincy Services provides a mentoring service that allows the faith-based community to have a positive impact on inmates while they are incarcerated and continues that relationship post-release. The faith-based mentoring program is offered to inmates within six to 12 months prior to their max or parole date in both the institutional and Residential Community Release Program (RCRP) settings.

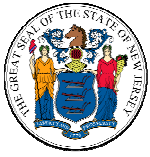
Office of Victim Services – The mission of the Office of Victim Services is to serve as a liaison to crime victims, victim service providers and allied professionals on matters related to services and support for victims of crime, relative to the offenders in the NJDOC.

Responsibilities of the Office of Victim Services include:

- 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 victims' rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.
- Providing assistance to victims of crime regarding status and location of inmates, serving as a referral agent to assist with obtaining community resources and acting as a liaison between victims, families



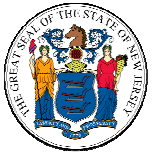
Program Assistant Anissa Jett of the Office of Victim Services provides resources to crime victims.



of victims, the NJDOC and the offender. Inquiries often include assistance with court-ordered restitution, community release impact statements, sentencing information and notification methods and requirements.

- Providing programming that serves 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” is a 14-week victim impact program offered to the offender population that places emphasis on restorative justice, empathy building, offender accountability, and making amends.
- Offering victims the opportunity to meet face-to-face with the offender through the Victim-Offender Dialogue Program (VODP). The VODP is victim-initiated and structured to provide the victim the opportunity to discuss the crime that was inflicted upon them in an effort to assist in their healing process, address unanswered questions or concerns, or determine safety and security measures for themselves and their loved ones as necessary. Office of Victim Services’ staff are trained in the preparation and facilitation of victim-offender dialogue and work collaboratively with the statewide and county Offices of Victim Witness Advocacy to ensure that victims are afforded this opportunity, and both victims and offenders are prepared for the overall process.
- Enhancing education, awareness and support for 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.
- Actively participating in state, county and other local victim-related meetings and functions and networking with national, state and local victim service providers to ensure that victims are afforded rights and services under federal, state and local laws.

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 major goal of the Office of Volunteer Services is to ensure the proper recruitment, processing, training, evaluation and recognition of NJDOC volunteers. As such, the Office of Volunteer Services, through assistance from volunteer coordinators in each institution, recruits, trains and supports individuals throughout the community who seek to volunteer in the areas of religious services, educational and social services programming, medical/psychological services, administration, community programming and recreational services.



The Office of Volunteer Services further provides recommendations for accurate procedures and manuals with regard to the Volunteer Services Program throughout the department. All NJDOC volunteers are subject to an extensive application process, which includes appropriate screening, a criminal history background check and volunteer orientation and training. The Office of Volunteer Services works collaboratively with the institutional volunteer coordinators, the Special Investigations Division and ID Card Units in maintaining documentation, tracking and reporting systems regarding the Volunteer Services Program.

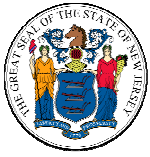


Commissioner Gary M. Lanigan volunteers at the "Lunch Break" in Red Bank.

Office of Educational Services

The mission of the Office of Educational Services is to ensure that inmates are provided with academic, vocational and life skills programming that meet their demonstrated needs within a framework that is congruent with the department's overall mission and in concert with all appropriate statutes, codes and regulations. Staff members supervise, support and ensure delivery of educational services, including law library services.

The state mandates that all institutional educational services for the school-age population are equivalent to high school graduation criteria and aligned to the core curriculum standards. Mandatory educational services from grades K through 12 are provided for offenders under 21. Education programs are on a voluntary basis for the adult-age population. Although there are local variations relative to specific career technical education and special programs, all state facilities offer remedial, pre-secondary, secondary and special education programs as well as an array of career technical education programs with appropriate support services. Each of the department's main facilities holds a graduation ceremony annually. The NJDOC regards correctional education as a critical element in its effort to assist offenders to develop constructive lives upon their return to society.



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.

Additionally, the Office of Educational Services is responsible for oversight of the community outreach program known as Project P.R.I.D.E. (Promoting Responsibility in Drug Education), which 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.

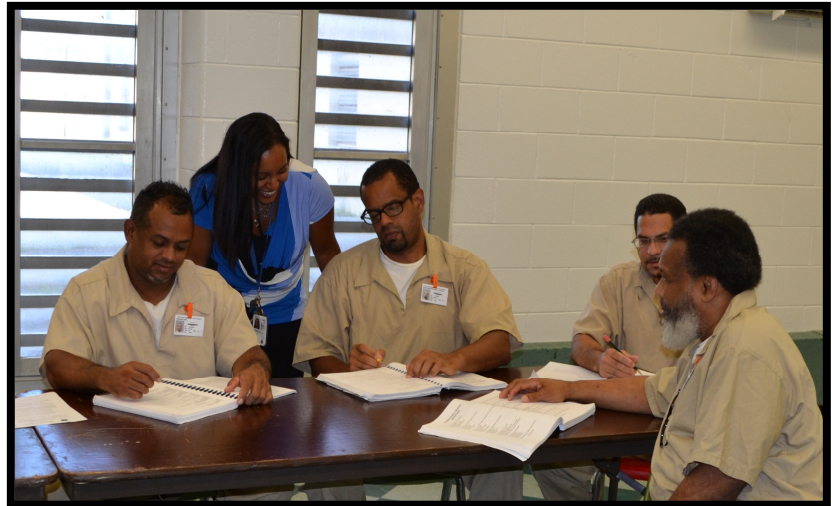
Office of Transitional Services

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 in 2004.

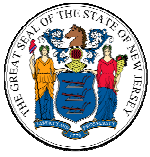
The goal of the Office of Transitional Services, through the correctional institutions'

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.



Social Worker Antionette Minors-Ferguson lends a helping hand to inmates.



The Office of Transitional Services' Correction Offenders Reintegration Programs (C.O.R.P.) programs 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 FY 2012, 770 participants enrolled in T4C, of which 73 percent completed the program.*

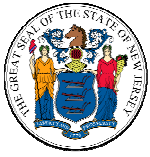
Successful Transition and Reentry Series (STARS) – STARS is a release preparatory program designed to address each major reentry barrier faced by the returning offender. Topics include employment, housing, transportation, education, family reunification and finances. STARS assists offenders in breaking 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, communication and life skills. It also provides offenders with vital resource information for services in the community. *In FY 2012, 1,600 participants enrolled, of which 77 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 FY 2012, 1,134 male participants enrolled, of which 79 percent completed the program; and 140 female participants enrolled, of which 69 percent completed the program.*



Helping to honor Social Worker Malcolm McClinton for his work on behalf of Cage Your Rage is Director Darcella Sessomes of the Office of Transitional Services.



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 FY 2012, 1,568 SEALL participants enrolled, of which approximately 78 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 recidivism 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 to increase their ability to be self sufficient by beginning to take control of their lives. *In FY 2012, 850 men enrolled, of which 73 percent completed the program; and 41 women enrolled, of which 81 percent completed the program.*

Every Person Influences Children (EPIC) – EPIC is a gender-specific program designed especially for women. The goal of the program is to empower female offenders to raise their children to become responsible adults by teaching parenting skills that will enable participants to become better mothers upon their release. *In FY 2012, 46 participants enrolled, of which 87 percent completed the program.*

Family Reunification and Transition (FRAT) – FRAT was introduced to the offender population in October 2011 as a new pilot program, 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 FY 2012, the expanded pilot of the FRAT group resulted in 95 participants enrolling, of which 80 percent completed the program.*



The Office of Transitional Services provides a wide variety of programs and resources.