

State of New Jersey

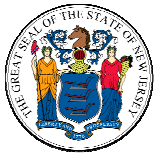
Department of Corrections



ANNUAL REPORT

2011

Gary M. Lanigan
Commissioner



MESSAGE FROM COMMISSINER GARY M. LANIGAN

When Governor Chris Christie appointed me as Commissioner of the New Jersey Department of Corrections (NJDOC) in early 2010, he mandated that the department operate with the greatest possible efficiency. From day one, I took Governor Christie's charge very seriously. Once again, the NJDOC has accomplished what might have seemed the impossible to many.

Thanks to the efforts of our outstanding staff, we achieved remarkable success during 2011.

Our accomplishments amid the daunting fiscal climate in New Jersey were met while fulfilling the mission of the NJDOC: to protect the public by operating safe, secure, and humane correctional facilities through effective supervision, proper classification and the appropriate treatment of offenders, and by providing services that promote successful reentry into society.

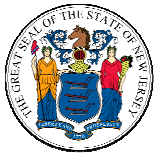


We remain a model law enforcement agency, not only in the Garden State, but nationwide.

As you review the many achievements highlighted in this 2011 Annual Report, I hope you will be as pleased and as proud as I am of what we have accomplished together.

May you also be as determined as I to continue working, both individually and collectively, toward building and strengthening the NJDOC as effectively and efficiently as possible.

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 on March 22, 2010.

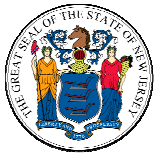


NJDOC 2011 HIGHLIGHTS

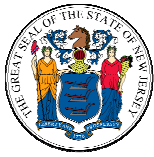
It's been said that, "Accomplishment is easiest when we work the hardest, and it is hardest when we work the easiest." The New Jersey Department of Corrections (NJDOC) marks a year of impressive accomplishments for 2011.

- The NJDOC continued to make significant progress in intake processing as well as bed management. The number of state-sentenced inmates housed in the county jails and awaiting placement in NJDOC facilities reached an all-time low of 185. This is down from 1,552 in November of 2009, when Governor Christie was elected. At the same time, the department took advantage of the declining inmate population by systematically consolidating vacant beds and closing units for renovation. In the 2011 calendar year, no less than 12 units department-wide – approximately 1,000 beds – were renovated.
- In advance of Hurricane Irene, which made its way up the eastern seaboard last August, the NJDOC relocated approximately 2,500 inmates – including about 300 from halfway houses – to other facilities deemed less susceptible to the severe winds and rain that were expected. The majority of those inmates were from Southern State Correctional Facility, which is comprised primarily of modular units. In all, more than 2,000 of Southern State's 2,300-plus inmates were relocated. Nearly 1,200 were moved to nearby South Woods State Prison, and the remainder was transferred to other facilities across the state. The process of returning inmates to their respective facilities began and was completed just five days after Governor Chris Christie declared a state of emergency in New Jersey. The extraordinary work of the NJDOC during the devastating weather event was acknowledged by both Governor Christie and Lt. Governor Kim Guadagno.



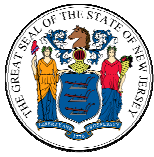


- The department continued to aggressively manage overtime usage for both custody and civilian staff. In 2011, a significant reduction in expenditures and hours was realized compared to the previous calendar year. Last year, overtime expenditures were down \$13,285,018, and overtime hours were down 333,068 hours from 2010.
- The NJDOC was invited to be part of Governor Christie's Task Force for Recidivism Reduction. The initiative will allow New Jersey's reentry and rehabilitation efforts and programs to work together, to be guided and properly resourced based on results, and to ensure that effective programs are expanded to serve as many individuals as possible. Dr. Doug Gerardi, director of Policy and Planning, has been selected to serve as the NJDOC liaison to the task force.
- The department signed a new three-year agreement, which commenced January 1, 2012, with St. Francis Medical Center in Trenton to continue housing medically ill inmates in one of its secure units.
- An initiative known as the Real-Time Recidivism Database was begun to help the department fulfill legislative mandates regarding the reporting of recidivism rates for all inmates released from NJDOC facilities. The database will enable the NJDOC to evaluate the recidivism rates of inmates, specific to the various programs and services they completed. This will allow the department to make better decisions when providing services to the inmate population in an effort to reduce recidivism. With support from Governor Christie's Office, the initiative led to the formation of a working group that convened in April. The interagency collaboration includes representatives from the NJDOC, Office of the Attorney General, State Parole Board, Juvenile Justice Commission, New Jersey State Police, New Jersey Office of Information Technology and Rutgers University School of Criminal Justice.
- Last year, 1,539 participants enrolled in the Successful Transition and Reentry Series (STARS). One of the Office of Transitional Services' core initiatives, STARS is a 13-week release preparatory program designed to address each major reentry barrier faced by the returning offender. Of those enrolled in STARS in 2011, 78 percent completed the program.
- The NJDOC – with guidance from Governor Christie's Office – implemented an educational program designed to raise the literacy level to ninth grade for offenders within three years of their release. The initiative was put in place in response to a legislative mandate, following the release of a report indicating that thousands of inmates who are scheduled to be released in the next three years have less than a high school diploma and/or GED and read at a literacy level below ninth-grade standards.
- During the 2011 calendar year, 105 high school diplomas were awarded to NJDOC inmates. In addition, 646 GEDs, with a passing rate rounded off at 69 percent, were awarded; and 3,298 vocational technical education certificates were issued.

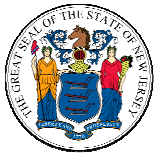


- The NJDOC shifted the paradigm last year with respect to intelligence information and implemented a department-wide intelligence sharing initiative known as the TST (Threat Suppression Team). The purpose of the TST, which replaces the former institutional intelligence committees, is “to facilitate an effective standardized process to share and disseminate timely intelligence between operations, administration and investigations at both the departmental and institutional levels of the NJDOC.” Via the TST, getting critical intelligence information to every level of management and custody is now a more efficient, seamless process. The new TST policy and procedures are now assisting the NJDOC in identifying, responding to and thwarting criminal activity in our prisons and, by extension, our communities. The TST is yet another tool being utilized by the NJDOC to protect the citizens of New Jersey and ensure the safety of the correctional facilities in which we work.
- Additional progress was made regarding legislation that would permit the jamming of cell phone signals in prisons, as the New Jersey Assembly Law and Public Safety Committee provided Governor Christie and the NJDOC with its support in the form of a resolution that was sent to the United States Congress. Assembly Resolution No. 129 calls for Congress “to introduce and pass, and President Obama to sign into law, legislation that would authorize the Federal Communications Commission to permit correctional facilities to prevent, block, or otherwise interfere with unauthorized wireless communications by prison inmates.” The NJDOC continues to pursue this most effective way of keeping cell phones out of the hands of inmates.
- The NJDOC also welcomed three international delegations to Central Office last year. On the first occasion, a group representing the China State Supreme People’s Procuratorate, which serves as China’s legal supervisory organ, visited the department. In November, several members of our staff met with Professor Kenji Wada, a faculty member at Keio University in Tokyo – Japan’s oldest institute of higher learning – and a visiting scholar at the prestigious Columbia Business School in New York City. Also in November, the NJDOC hosted a group of law enforcement professionals from Singapore. The visits were informational sessions which allowed the delegations to examine several areas of interest, including NJDOC operational methods, and programs and services.





- In July, the NJDOC welcomed members of the State of Connecticut's Department of Correction (CDOC) to Central Office headquarters. At the request of the Constitution State's DOC, uniformed staff from the law enforcement agency's Correctional Transportation Unit paid an official visit to the Garden State to gather information on how best to improve their inmate transportation unit. The meeting was an opportunity for the NJDOC to offer insight about the operation of our Central Transportation Unit as well as a chance for the two agencies to share best practices with respect to inmate transportation. Correspondence from the CDOC stated the following about the NJDOC: "Your agency is continually mentioned as a leader in inmate transportation for the northeast and the country."
- The Division of Operations added an invaluable tool to its arsenal in the form of the Automated Medical Observation System (AMOS), which is designed to gather highly selective medical information and notify the individual best positioned to take corrective action. Quite simply, AMOS is a software application that extends the reporting mechanisms of the NJDOC's electronic medical records system. AMOS is capable of reviewing medical records and sending e-mail messages to a targeted user who can appropriately act on the information. At a time where all NJDOC expenditures require careful analysis, it is important to note that there was no startup cost associated with AMOS and that the program does not require funding.
- The NJDOC was proud to host a medical informatics program at Central Office in September. The event was attended by Dr. R. Scott Chavez, vice president of the National Commission on Correctional Health Care, along with a number of leading healthcare professionals from across the region. The focus of the program was the utilization of telemedicine systems and other significant technological advances in medical informatics in an effort to advance the quality of correctional healthcare. In addition to hosting the medical informatics event, the NJDOC also launched the department's telemedicine initiative in September. The use of telecommunication and information technologies by health services staff has made clinical healthcare at a distance a reality for the NJDOC.
- Last year, the National Commission on Correctional Health Care (NCCHC) conducted its triennial site-survey in all 13 NJDOC institutions. University Correctional HealthCare (UCHC) – the department's healthcare vendor – achieved full compliance in most NCCHC standards at each NJDOC facility. Overall, UCHC continues to provide quality healthcare services to the state correctional system's inmate population.
- A restructuring of the NJDOC's Administrative Segregation program went into effect on November 1. The goal of the new system is to make certain that the department's Administrative Segregation units are managed as effectively as possible. Some of the key components of the restructured system are as follows: a two-level approach that utilizes a restricted, tiered-privilege and amenities system, developed to serve as the method by which inmates in Administrative Segregation are reintegrated into the general population;



and a discontinuation of inmate wages and the suspension of smoking privileges while in Administrative Segregation. Educational opportunities for inmates in Administrative Segregation units include telephonic access to a tutoring system manned by student volunteers; and for those inmates in Administrative Segregation at Northern State Prison, long distance learning via TV.

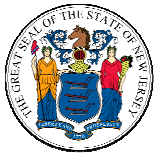
- A reorganization of the NJDOC custody ranks went into effect the beginning of December, resulting in the title of Correction Major, which combines the responsibilities and duties of Correction Captains and Directors of Custody Operations. In addition to the title

consolidation, the reorganization also resulted in the creation of a Central Operations Desk, based on the nationally recognized Incident Command Structure Model. Staffed by a Correction Major, this desk allows for centralized reporting of all significant incidents that



occur department-wide. The benefits of the reorganization include improved organizational structure; enhanced career opportunities for all employees; improved incident command structure; and significant savings for the taxpayers of New Jersey.

- In an effort to support the ongoing learning and professional growth of NJDOC employees as well as to retain qualified staff, the year closed with the reactivation of the department's Tuition Aid Program. Through the program, full-time employees enrolled in regionally accredited educational institutions of higher learning can receive reimbursement of between one-third and one-half of the mitigated cost of their tuition, based on the grade(s) they earn.



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State of New Jersey Department of Corrections

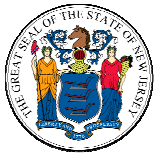
2011 Annual Report



- On September 15, a group of men and women – 14 in all – were honored at a departmental awards ceremony held in the Harris Auditorium at Central Office headquarters. The NJDOC staff members were recognized for their exemplary service to our department as well as the citizens of our state.



The list of 2011 accomplishments could continue...



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 approximately one billion dollars and employing more than 9,000 persons, including 6,500 in custody positions. Roughly 25,000 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, Policy and Planning, and Information Systems.

Operations

The Division of Operations is responsible for 13 major institutions – 11 adult male correctional facilities, one women's correctional institution and a central reception/intake unit. 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:

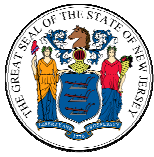
Administrative Rules Unit (ARU) – The primary responsibilities of the ARU are to develop, maintain and timely promulgate New Jersey Administrative Code 10A rules for the NJDOC. As such, ARU staff coordinates rulemaking proceedings with NJDOC administrative staff, staff of the Office of the Governor,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

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.



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.



Equal Employment Division (EED) – The EED is responsible for ensuring that the NJDOC provides its employees with a workplace free from all forms of discrimination, harassment and retaliation.

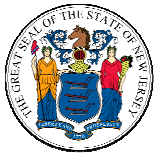
The EED monitors compliance of this policy through investigation of complaints filed by employees regarding discrimination or harassment based on an individual's membership in a protected class, such as gender, race or religion. In 2010, the EED received 221 internal complaints and 13 external (Division on Civil Rights and Equal Employment Opportunity Commission) complaints. In 2011, the EED received significantly less internal complaints, with a total of 178 complaints received and 25 external (Division on Civil Rights and Equal Employment Opportunity Commission) complaints. Following an investigation, employees who are found to have engaged in acts of discrimination, harassment or retaliation are subject to administrative remedies, including disciplinary action.

The EED also represents the NJDOC in external discrimination claims before the Division of Civil Rights and the Equal Employment Opportunity Commission. In addition, the division is responsible for keeping all staff current on policies, procedures and legal requirements through the distribution of documents as well as educational workshops and training classes. 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 Opportunity Advisory Committee.



The EED further provides legal assistance, discovery and trial assistance in employment litigation matters involving allegations of discrimination, harassment, retaliation and/or hostile work environments. The division prepares and publishes annual federal and state workforce compliance reports as required by the Federal Division on Civil Rights and the State Office of Workforce Initiatives and Development.

Office of Employee Relations (OER) – The mission of the OER is to develop and maintain a positive relationship between the NJDOC and its employees. The office works to guide both management and employees through the employee relations process in a constructive and efficient manner. The OER responds on a daily basis to concerns raised by management and the bargaining units that represent the department's approximately 10,000 employees. The office works closely with administration, and custody and civilian staff to promptly address various workplace issues.



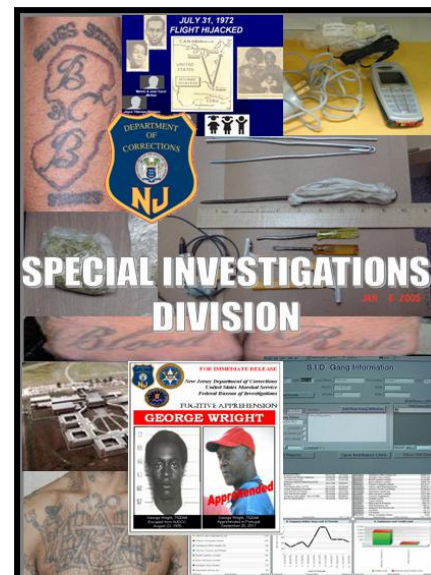
The OER is composed of three primary units.

- **The Employee Relations/Liaison Unit** represents the NJDOC in contract negotiations and in the administration of 11 collective bargaining agreements. It also advises the Commissioner, high-level managers and unit supervisors in the administration of Department of Personnel rules and regulations as contained in *Title 4A* of the New Jersey Administrative Code. The unit reviews current case law and proposed rule changes to ensure that the department's practices remain compliant with applicable law and regulations.
- **The Due Process/Hearing Unit** hears all of the department's second-step grievances and complex departmental-level disciplinary appeals. Hearing officers render written decisions on disciplinary actions initiated by the department. In addition, the unit provides ongoing training on a variety of employee relations matters.
- **The Administrative Litigation Unit** assists the Office of the Attorney General and/or private counsel in their representation of the NJDOC in matters before the Public Employment Relations Commission. The unit also represents the department before the Office of Administrative Law in disciplinary actions appeals to the Merit System Board. In addition, it represents the NJDOC at grievances and arbitrations, and regarding unfair labor practice charges filed with the Public Employment Relations Commission.

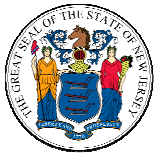
Special Investigations Division (SID) – The SID is responsible for investigations into violations of the laws of the State of New Jersey and violations of the administrative code for the NJDOC by inmates, employees and those individuals who visit NJDOC facilities.

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.



- **The Drug Interdiction 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.

- **The Intelligence 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 dozens of agencies throughout New Jersey and beyond in an effort to remove escaped offenders from the streets. The department's Fugitive Unit continues to work jointly with the New Jersey State Police Fugitive Unit and the U.S. Marshal's Office. This unit has been extremely successful, and numerous cooperative apprehensions have been made.
- **The Computer Forensic and Polygraph 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.

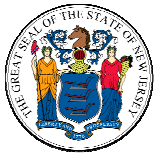
Office of the Corrections Ombudsman

Now under the Governor's Office, 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, 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.



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.

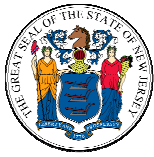
The FMU manages the department's extensive vehicle database, analyzing current and historical vehicle assignment information as well as mileage reporting to establish vehicle replacement criteria. Requests for NJDOC vehicle information from outside agencies is provided when appropriate. In addition, 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 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 Correctional Staff Training Academy, applicants must complete a four-phase 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 was relocated in September 1998 from the New Jersey Training School for Boys in Skillman to the National Guard Training Center in Sea Girt. The programs offered are designed to develop and enhance the skills of employees and to prepare them for future advancement, while presenting a comprehensive, multi-faceted approach to training. To augment the staff, adjunct instructors are utilized from state correctional facilities as well as various law enforcement agencies.

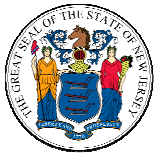
College credits, accepted by and transferable to many two- and four-year colleges and universities, are available for the majority of the Office of Training's course offerings.



The Office of Training 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:

The Correctional Staff 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.



The In-Service Training 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.

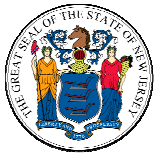
The Custody Recruitment Unit (CRU) is responsible for the recruitment, investigation and recommendation of future correction officers. CRU staff members visit high schools, colleges and job fairs throughout the state to promote the many career opportunities within the NJDOC.

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.

The Administrative Policies and Procedures Manual (APPM) Unit is the operational 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 of the NJDOC. Special emphasis is placed on the development of standardized, custody-related 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.



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

The Research and Evaluation Unit provides statistical support and analysis, including empirical research and program evaluation services to the various program divisions and units within the NJDOC. The mission of the unit is to conduct and facilitate action-oriented research that informs and influences policy and practice.

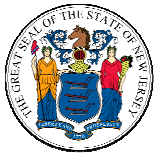
The Resource Review and Study (RR&S) Unit identifies benchmarks in order to quantify and analyze NJDOC performance, comply with federal reporting requirements, document best practices and foster successful innovations in a number of areas including, but not limited to, improved performance of the overall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

The Policy Analysis and Planning Unit supplies data for various surveys from the Bureau of Justice Statistics, where NJDOC data are used in the making of reports for the entire nation. Similarly, a foreign-born inmate residents' report is prepared monthly. This report is then forwarded to federal government agencies for illegal immigration purposes.

The unit analyzes the impact of sentencing legislation on inmate population growth and develops analyses of proposed legislation that may affect inmate population growth, NJDOC budgetary needs, and NJDOC capital needs.

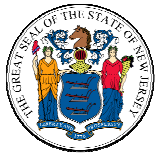
The unit responds to requests coming directly from the director of Policy and Planning as well as from the Office of Public Information. An annual offender characteristics report is prepared and then posted on the NJDOC Web site. The unit also receives various ad hoc requests for information/data related to inmate admissions, departures and the inmate population. Assistance is provided on the Capital Budget Request. The unit reports annually on the amount of eligible inmate residents for the Youth Offenders Grant. An inmate death report is kept by this unit. This report maintains records of detailed information on all inmate deaths annually. Collaboration is ongoing with various criminal justice system agencies at the county, state, and federal levels to facilitate sharing of information and data.

The Grants Management Unit is charged with the oversight of all NJDOC grant activities. These 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.



2011 New Jersey Department of Corrections Grant Awards
January 1, 2011 – December 31, 2011

<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	\$4,856,021
FY2011 Federal Bulletproof Vest Partnership	Bureau of Justice Assistance	\$93,538
FY2011 Family-Based Substance Abuse Treatment	Bureau of Justice Assistance	\$443,188
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$518,902
FY2010 Justice Assistance Grant	Bureau of Justice Assistance	\$80,000
Community-Centered Responsible Fatherhood Reentry	Department of Health & Human Services	<u>\$1,039,049</u>
Total New Awards		\$7,030,698
CONTINUATION GRANT AWARDS		
FY2012 Responsible Parenting Program	Department of Health & Human Services	\$414,113
FY2012 Social Services Block Grant	Department of Health & Human Services	\$96,556
Adult Basic Skills	Department of Education	\$921,840
Carl Perkins Vocational	Department of Education	\$147,498
Individuals with Disabilities Act	Department of Education	\$226,325
No Child Left Behind Act	Department of Education	<u>\$696,650</u>
Total Continuation Awards		\$2,502,982
PENDING GRANT AWARDS a/o 1/01/12		
FY2011 Justice Assistance Grant	Bureau of Justice Assistance	\$142,800
STOP Violence Against Women	Office on Violence Against Women	\$76,000
Residential Substance Abuse Treatment - No Return 1	Bureau of Justice Assistance	<u>\$159,573</u>
Total Pending Awards		\$378,373
TOTAL GRANT AWARDS		\$9,912,053



DIVISION OF ADMINISTRATION

Office of Financial Management

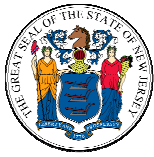
The Office of Financial Management identifies current and future NJDOC fiscal resources and monitors the expenditure of available funds.

The office is comprised of the following bureaus/units:

The Bureau of Budget and Fiscal Planning 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 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.

The Bureau of Auditing provides independent financial audits of the 42 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.

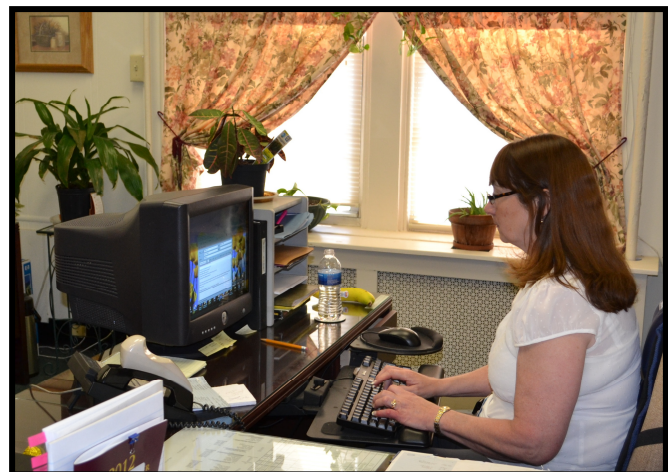
The Bureau of Accounting and Revenue and Institutional Fiscal Operations provides administrative and technical direction and assistance in accounting and internal controls to the various correctional facilities and programs administered by the NJDOC. It develops departmental accounting policies and internal 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.

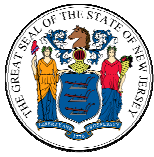
The Institutional Operations Bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls for the business offices in all the institutions. This includes the fiduciary responsibility for all financial information related to inmate accounts. The 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.

The Bureau of Procurement and Contract Management 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 Human Resources

The Office of Human Resources oversees all aspects of personnel management while providing personnel support for the approximate 9,000 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.

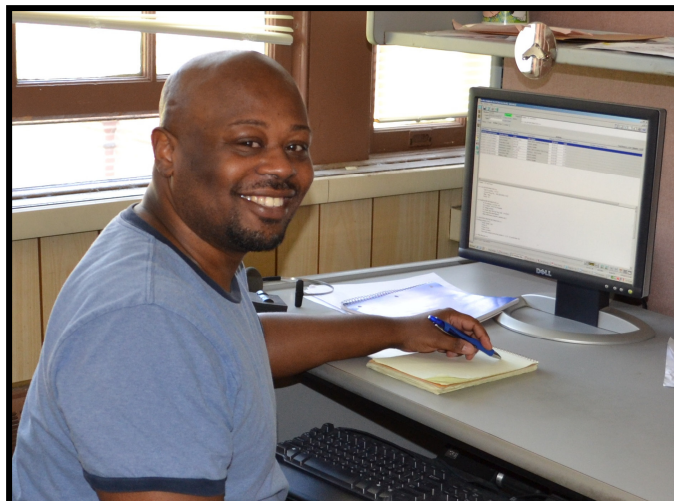
The Office of Human Resources fosters an environment that encourages employees to build work and interpersonal skills with the goal of continuously improving job performance to offer quality services to inmates and the public. In the event it becomes necessary, Human Resources staff oversees pre-layoff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

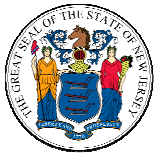
Human Resources provides direction to program managers in establishing the need for, and the development of, departmental procedures for implementation of all applicable and contractual agreements to ensure congruence with related departmental human resources functions: training, employee relations and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

Office of Information Technology

The mission of the Office of Information Technology (OIT) is to support the core business needs of the NJDOC through 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 in a professional and courteous fashion.

The Department of Corrections Management Information System (DOCMIS) consists of two major components: the Correctional Management Information System (CMIS) and the Department of Corrections Network (DOCNet). CMIS includes an offender management system, an electronic medical record application, a custody officer scheduling system, the Oracle Human Resources and Training applications, FileNet





document imaging, and numerous smaller applications. CMIS is also integrated with a hospital-quality medical package and a Document Imaging and Management System (FileNet). DOCNet provides the department with the 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 NJDOC has been highly successful in employing the hardware and software infrastructure needed to support the department's dynamic and expanding needs. Where applicable, the NJDOC has pursued shared services with other state IT organizations, thereby reducing duplication and leveraging economies of scale. This strategy has helped the OIT to "do more with less" during this period of fiscal constraints. In the years ahead, the OIT's primary focus will be on making a difference not only with the resources it has, but with newer technologies.

Bureau of State Use Industries

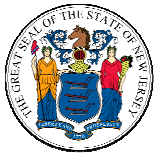
The Bureau of State Use Industries was created in 1918 with the passage of the State Use Law, which was created through the cooperation of industry, labor and the public sector. The State Use system was established in principle within the Department of Institutions and Agencies under the State Board 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

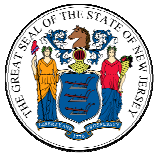
DEPTCOR. The mission of DEPTCOR is to educate, train, and provide marketable skills through the operation of a variety of manufacturing and service enterprises, enabling participating inmates to produce finished products that are top-quality and cost effective.



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.



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.

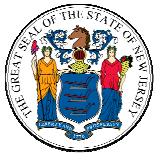
AgriIndustries has milk processing plants at Jones Farm and Bayside State Prison Farm as well as dairy herds located at Skillman Farm, Mountainview Youth Correctional Facility Farm and Albert C. Wagner Youth Correctional Facility Farm. In 2002, AgriIndustries rejoined the Holstein Association, which 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 two produce plants 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. Annual revenues total approximately \$11 million, with substantial savings to all users.



Capital Planning and Construction Unit

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

The Monthly Financial Status 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 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 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.

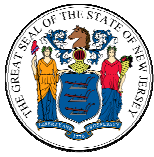
Central Medical/Transportation Unit & Central Communications

The Central Transportation Unit (CTU) 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 adult correctional facilities. The CTU main office is located on the grounds of the NJDOC Central Office, and the CTU has seven satellite units, which are located at 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,



ISP, 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.

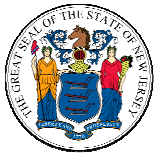


The NJDOC has obtained remand agreements with 18 of the 21 counties, wherein inmates are remanded to the temporary custody of the county sheriff until completion of the court appearance, at which time Central Transportation returns the inmate to his/her respective state correctional facility.

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 keeping with the NJDOC's CHANGE initiative to operate in a more efficient and practical manner, this unit has made great strides in reducing the cost of interstate transport of prisoners across state lines. In 2011, the Interstate Escort Unit logged 75,571 interstate miles and completed 68 flights across country to return 273 fugitives. After billing and reimbursement receipts from other respective agencies, the NJDOC realized a total annual expense cost of \$17,411.44. This is a significant cost reduction when compared to the 2007 total expenses incurred of \$102,172.88 for completing transportation of 308 fugitives.

The Central Medical 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.

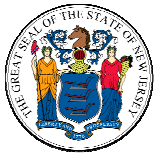
Central Communications Unit – In September 2002, the Central Communications Unit and Wants and Warrants Unit staff joined the staff at Central Medical/Transportation.

The unit 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.

Classification Support & Training/Auditing Units

The Classification Support 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.



The Training/Auditing 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.

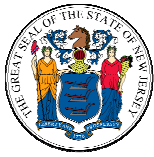
Additional Sentence Unit – The Classification Services Unit established the Additional Sentence Unit at Central Office to assist the department's efforts in demonstrating the priority it places on the classification processes of meeting all statutory and administrative requirements. This unit centrally 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 nutritionally adequate meals to the inmate population and employees of the department.

The FSU has several areas of administrative responsibility.

Food Service Management coordinates efforts to control the NJDOC food expenditures. 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.



The South Woods Central Food Production Facility 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



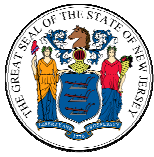
operation requires developing new products and coordinating product expansion with NJDOC facilities. It also requires accounting for inventory control and product distribution with DEPTCOR warehouse and trucking operations, AgriIndustries' produce and meat processing plants, and the Department of Treasury Purchase Bureau and Distribution and Support Services.

The Nutritional Consultation 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.

The Child Nutrition Program ensures that the NJDOC meets state and federal guidelines required to participate in the Child Nutrition Program, and that the consulting dietitian conducts audits of the participating facilities and fulfills the necessary monthly reporting requirements to the Department of Agriculture's Bureau of Child Nutrition. The NJDOC receives federal reimbursement of approximately \$600,000 annually and surplus USDA food commodities.

The Sanitation/Waste Management/Recycling 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 administration of the central laundry at Albert C. Wagner Youth Correctional Facility and 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.

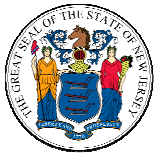
Health Services Unit

The Health Services Unit establishes NJDOC procedure 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 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.

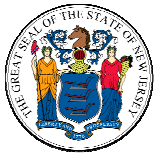


Immigration Services, Parole Monitoring and the Office of Interstate Services

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.

The Parole Monitoring 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.

The Office of Interstate Services 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; and the maintenance of a caseload of more than 450 offenders serving concurrent New Jersey sentences in another state or jurisdiction, and New Jersey offenders serving their sentences in the Federal Witness Protection Program. The Corrections Compact has been an increasingly useful tool to separate those high-ranking security threat group (STG) offenders and placing them in states where their power is neutralized. 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.



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 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.

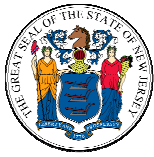
The Release Notification Unit also develops policies, directives and procedures in accordance with various state and federal statutes to ensure standardization and uniformity. In addition, the unit transmits to county prosecutors each year an annual report that includes the following information: the total number of offenders released with convictions for current and/or prior sex offenses, the total number of inmates released that were required to register under Megan's Law and the number of cases that were involuntarily committed under the civil commitment laws. Additionally, comparisons are made as to the number of releases from the previous calendar year.

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 enforcements agencies.

The Special Operations Group is comprised of several entities.

The Special Operations Response Team (SORT), a 15-person team, consists of a variety of skills, including EMT's, Breachers, Marksman, Chemical Agents, Defensive Tactics, Repelling, Security Threat Group Identification (STG), Mobile Field Force and tactical operators.



The Canine 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.

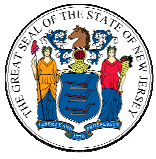


The Inmate Labor Program is responsible for providing inmate labor support to municipalities, governmental agencies and community based non-profit organizations. Both state and municipal government agencies utilize inmate labor support in an effort to reduce operational costs and save tax dollars. At 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.

The Correctional Emergency Response Team (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.



The Departmental Firearms 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 Critical Incident Negotiation Team (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.

The Enhanced Security Transportation 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.





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 30, 2011: 711

Albert C. Wagner Youth Correctional Facility

P.O. Box 500 609-298-0500
Bordentown, New Jersey 08505
Burlington County
Year opened: 1934
Population as of December 30, 2011: 1,100

Bayside State Prison

P.O. Box F-1 856-785-0040
Leesburg, New Jersey 08327
Cumberland County
Year opened: 1970
Population as of December 30, 2011: 2,192

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 30, 2011: 910

East Jersey State Prison

Lock Bag R 732-499-5010
Rahway, New Jersey 07065
Middlesex County
Year opened: 1901
Population as of December 30, 2011: 1,476

Edna Mahan Correctional Facility for Women

P.O. Box 4004 908-735-7111
Clinton, New Jersey 08809
Hunterdon County
Year opened: 1913
Population as of December 30, 2011: 741

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 30, 2011: 1,789

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 30, 2011: 689

Mountainview Youth Correctional Facility

P.O. Box 994 908-638-6191
Annandale, New Jersey 08801
Hunterdon County
Year opened: 1929
Population as of December 30, 2011: 1,051

New Jersey State Prison

P.O. Box 861 609-292-9700
Trenton, New Jersey 08625
Mercer County
Year opened: 1836
Population as of December 30, 2011: 1,933

Northern State Prison

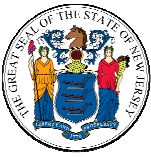
P.O. Box 2300 973-465-0068
Newark, New Jersey 07114
Essex County
Year opened: 1987
Population as of December 30, 2011: 2,439

Southern State Correctional Facility

4295 Route 47 856-785-1300
Delmont, New Jersey 08302
Cumberland County
Year opened: 1983
Population as of December 30, 2011: 2,334

South Woods State Prison

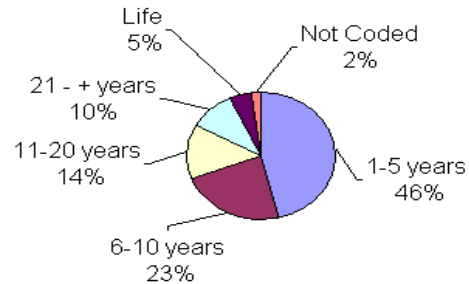
215 South Burlington Road 856-459-7000
Bridgeton, New Jersey 08302
Cumberland County
Year opened: 1997
Population as of December 30, 2011: 3,369



Inmates by Total Term

1-5 years	46%
6-10 years	23%
11-20 years	14%
21 - + years	10%
Life	5%
Not Coded	2%

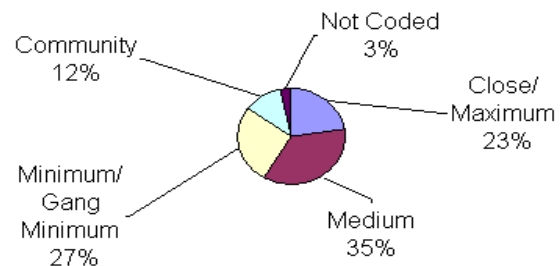
Inmates by Total Term January 03, 2012 (N=23,810)



Inmates by Custody Status

Close/Maximum	23%
Medium	35%
Minimum/Gang Minimum	27%
Community	12%
Not Coded	3%

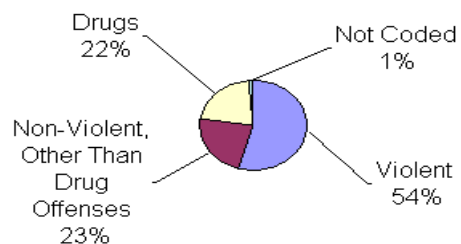
Inmates by Custody Status January 03, 2012 (N=23,810)

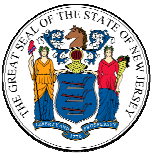


Inmates by Offense Type

Violent	54%
Non-Violent	23%
Drugs	22%
Not Coded	1%

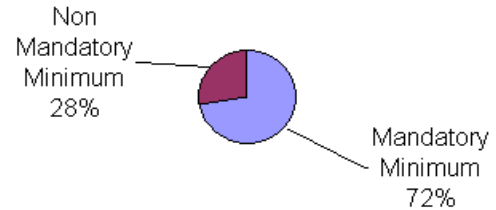
Inmates by Offense Type January 03, 2012 (N=23,810)





Inmates With Mandatory Minimum	72%
Non-Mandatory Minimum	28%

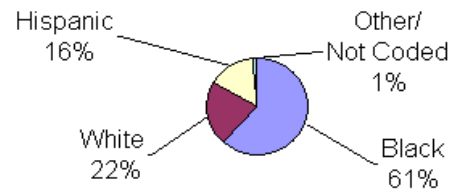
Inmates With Mandatory Minimum Terms January 03, 2012 (N=23,810)



Inmates by Race/Ethnicity

Black	61%
White	22%
Hispanic	16%
Other/Not Coded	1%

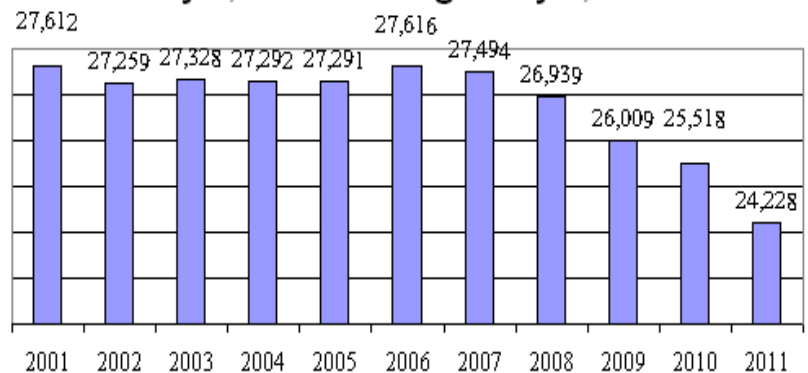
Inmates by Race/Ethnicity January 03, 2012 (N=23,810)

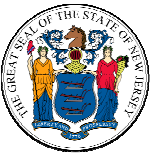


Jurisdictional

2001	27,612
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

Jurisdictional Inmate Population July 1, 2001 Through July 1, 2011





DIVISION OF PROGRAMS & 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 19 RCRPs that provide an extensive variety of assessment, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. Ten programs are pre-release work release programs; nine 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 three are special needs programs. RCRPs that provide in-house mental health services for the special needs inmate

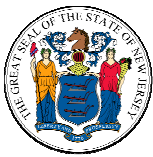


preparing to return to the community were established through two separate contracts in 2006; one program is provided to the females and one program to the males. There are presently 2,720 RCRP beds under contract with the NJDOC.

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 three 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. Two of these programs collaborate 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 and an opportunity to begin to pay down fines and child support payments.

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.

In FY 2011, employed RCRP inmates earned a total gross income of \$3,566,823.86 and paid a total of:

Maintenance Fees	\$907,582.93
Federal Taxes	\$237,977.00
State Taxes	\$ 71,643.90

Child Support	\$ 86,982.70
Fines, Penalties and Restitution	\$320,540.91

Special Initiatives

- ✓ 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.



✓ Rutgers Initiative

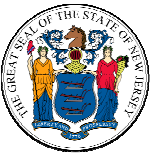
The Kintock Group in Newark established a relationship with Rutgers University -New Brunswick campus in 2005 to provide educational opportunities for eligible and appropriate inmates from all state correctional facilities if assigned to The Kintock Group RCRP in Newark. To date, 24 residents housed at The Kintock Group Residential Community Release Programs (RCRPs) have received access to this educational opportunity. Two of these residents/inmates have graduated from Rutgers. This effort is coordinated by the director of Education at Kintock Newark with funding provided through Pell Grants.

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 the operation of all county work release programs.
- Providing training in “Cell Block Management and Suicide Awareness” to county police officer recruits and line staff, and county correctional facility staff, as requested.
- Reviewing and responding to inquiries from state-sentenced inmates confined in county correctional facilities.
- Providing 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.



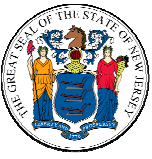
The Office of Chaplaincy Services believes that prisoner reentry should be addressed on a continuum and that participation in one program will not in itself reduce recidivism rates. Delivering services to individuals pre-, during and post-incarceration has been a proven method of positively impacting 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 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.

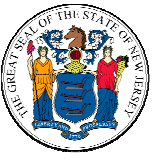


The Office of Volunteer Services further provides recommendations for accurate procedures and manuals with regard to the Volunteer Services Program throughout the department. All NJDOC volunteers are subject to an extensive application process, which includes appropriate screening, a criminal history 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.

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:

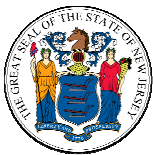


Addiction Assessment and Treatment Referral – The Office of Drug Programs is charged with screening all NJDOC jurisdiction offenders for level and severity of addiction and to make appropriate treatment referrals based on the information obtained. The instrument currently in use for this purpose is the 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 1,376 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. The NJDOC is now looking to expand ROIS to another part of the state in the central region. The project is under the guidance of internationally recognized offender treatment expertise: Dr. George De Leon, National Development Research Institutes.

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 (Center) 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.

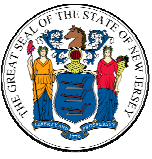
Mutual Agreement Program (MAP) – The NJDOC continues to utilize the placement of addicted offenders in licensed residential drug treatment facilities under the MAP via cooperative agreement with the Division of Addition Services, Department of Human Services. MAP facilities are state-licensed residential 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 Senior 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.

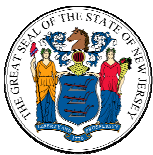
In October 2010, the NJDOC was awarded an additional grant through the Bureau of Justice Assistance to expand and enhance the Engaging the Family Program. The program is being expanded to two additional correctional facilities – Edna Mahan and Mountainview. In October 2011, the NJDOC was awarded a third grant initiative to continue the work being provided by the Engaging the Family Program. This grant will run for three years and will permit the hiring of four additional clinicians.

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.



Unlike a traditional school setting, the NJDOC follows an open-entry, open-exit policy; students enter or exit classes according to their educational needs and entrance to the facility. The 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 is to implement a seamless continuum of care for offenders utilizing cost-efficient, well-proven behavior science practices system-wide to increase offenders' abilities and their motivation to demonstrate responsible, crime-free behavior.

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



The Office of Transitional Services' core 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 2011, 794 participants enrolled in T4C, of which 74 percent completed the program.*

Successful Transition and Reentry Series (STARS) – STARS is a release preparatory program designed to address each major reentry barrier faced by the returning offender. Topics include employment, housing, transportation, education, family reunification and finances. STARS assists offenders in breaking the cycle of incarceration, addresses possible barriers associated with the reentry process, teaches offenders how to build positive family relationships, prepares offenders to join the workforce, and helps to develop effective problem-solving, communications and life skills. It also provides offenders with vital resource information for services in the community. *In 2011, 1,539 participants enrolled, of which 78 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 2011, 1258 male participants enrolled, of which 79 percent completed the program; and 153 female participants enrolled, of which 73 percent completed the program.*

Successful Employment through Lawful Living and Conflict Management (SEALL) – SEALL is a job retention program with a specific focus on maintaining employment



and addressing on-the-job conflict. The program prepares offenders to address possible barriers to employment, how to build positive working relationships and how to develop effective problem solving and communication skills. *In 2011, 1,624 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 increasing their ability to be self sufficient by beginning to take control of their lives life. *In 2011, 1,086 men enrolled, of which 76 percent completed the program; and 48 women enrolled, of which 75 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 2011, 46 EPIC 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 2011, the pilot FRAT group resulted in 17 participants enrolling, of which 82 percent completed the program.*

