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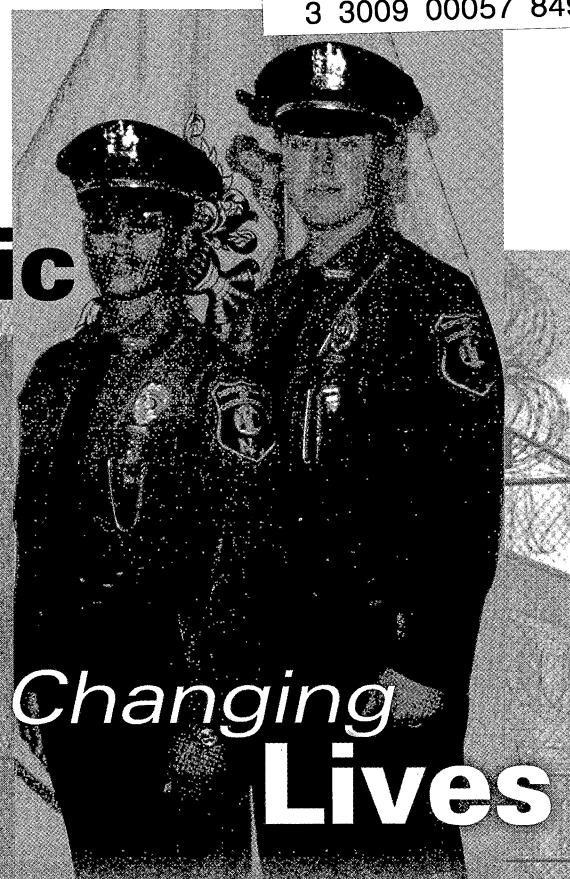
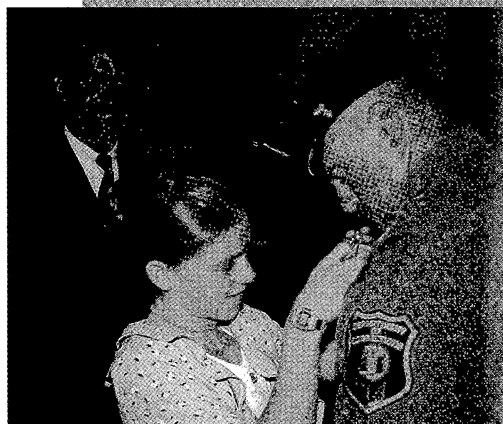
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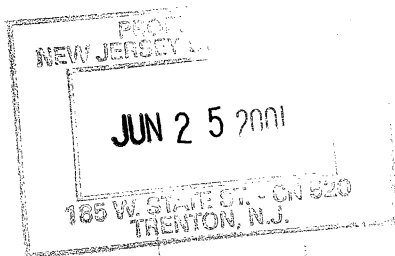
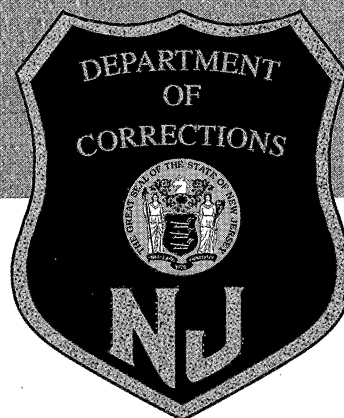


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Protecting the
Public



Changing
Lives



State of New Jersey
Department of Corrections
Commissioner—Jack Terhune
Annual Report 1999

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Vision

To ensure that the
New Jersey Department of
Corrections is the most
aggressive and innovative in
the nation, one with the
lowest recidivism rate and
the most effective and
responsive institutional and
community programs.

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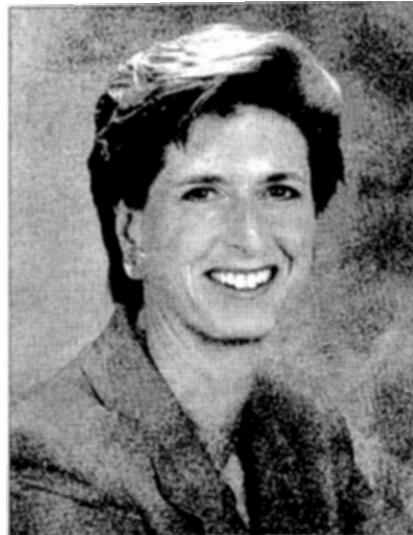
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Message from Governor Christine Todd Whitman



As we enter the new millennium, the New Jersey Department of Corrections, under the leadership of Commissioner Jack Terhune and his staff, stands ready to continue its mission—to confine offenders with the security level necessary to ensure the safety of the public and our correction officers.

In the aftermath of Tropical Storm Floyd, the “Paying Communities Back” program did just that, as inmate crews were dispatched to different towns where citizens were struggling to regain a foothold on their homes and businesses. Working side by side, inmate and resident managed to restore order after one of the most serious natural disasters to visit the Garden State.

As the second year of Security Threat Group Management United comes to a close, it must be noted that assaults against staff are down 29 percent, and group demonstrations are down an unprecedented 80 percent.

We know that most offenders will rejoin society. We also know that fully 80 percent of New Jersey’s offenders are incarcerated because of an addiction, either directly or indirectly. It therefore becomes incumbent on us to address the massive problem of chemical dependence before an inmate is released into the community. To that end, the Department of Corrections, as of January 2000, has 1,271 substance abuse prison beds, double the number from April 1997. This administration also has dramatically increased the number of community-based treatment beds, including halfway houses, all in an effort to have a drug-free and alcohol-free citizen ready to rejoin society.

I am proud of the fine men and women of the New Jersey Department of Corrections, and I have every confidence that their collective talents will continue to ensure the security and well being of the citizens of the Garden State.

Message from Commissioner Jack Terhune

It has been my goal to place the New Jersey Department of Corrections among the most professional law enforcement agencies in the nation. We moved dramatically toward that goal in fiscal year 1999, implementing and successfully maintaining a host of initiatives to administer a growing system in the most efficient possible manner.

Through these initiatives, we created a safer environment for custody and civilian staff and by extension a safer New Jersey in which to live. We moved forward with new technology to streamline outdated practices and better prepare us for Governor Whitman’s vision of a high-tech future. We comprehensively addressed the needs of the inmates in areas of drug treatment and health care, satisfying our stated mission to care for those individuals under our custody. In short, we set the stage for the new millennium.

It is my firm belief that this report will provide the details and insight into a complex system that successfully meets the challenges of modern correctional management. I am proud of the accomplishments described within, and though we are closer to our goal than we have ever been, new challenges arise that will require our unwavering commitment and dedication. I hope you’ll share the confidence I’ve placed in the men and women of the New Jersey Department of Corrections, who continue to protect the safety and security of the Garden State.



Taking a Look Back

1998

- The opening of South Woods State Prison, the largest prison built in New Jersey, allowed the Department of Corrections to transfer more than 3,000 state inmates housed in county jails into the state system.



- In March, the NJDOC took a proactive approach to controlling inmate gang activity in correctional institutions by opening a Security Threat Group Management Unit at Northern State Prison to house 320 gang members.
- The NJDOC completed an in-depth custody staffing analysis at four institutions to determine the level of staffing needed to meet operational, security, and public safety requirements and to minimize the need for overtime.

- In May, a new initiative, "Zero Tolerance," was implemented to end the abuse of illegal drugs or alcohol. Inmates found guilty of any drug or alcohol-related infraction will lose their contact-visiting privileges.
- The NJDOC implemented the expansion of drug treatment programs. Since 1994, the NJDOC was successful in broadening the drug and alcohol treatment services it provides to inmates. By the end of the fiscal year (June 30), institutional treatment capacity increased from 329 to 1,203 bed spaces and the number of community-based treatment beds, including halfway houses, increased from 128 to 1,614.
- The Department continued to expand the use of video teleconferencing by installing 64 systems throughout the state, including public defender offices, county court sites, the New Jersey Parole Board, and each of the NJDOC's major institutions. More than 5,000 video teleconferences were successfully completed since 1996. As the technology became more widespread, the Department of Corrections anticipated a savings of



approximately \$1.5 million from the timely completion of parole hearings and reduced transportation costs. However, the main benefit of the program cannot be quantified: Public safety and security were enhanced through the decrease in transportation of inmates throughout the state.

- The NJDOC expanded its inmate work detail programs to include both community service and highway cleanup projects.
- A "Drug Court" program was implemented to support the judiciary's efforts in sentencing certain non-violent offenders to drug treatment as a condition of special probation in lieu of incarceration.
- The Department of Corrections instituted a drug treatment program to provide special supervision for certain parolees who have a history of drug abuse.
- In 1998, the National Commission on Correctional Health Care awarded accreditation to NJDOC facilities statewide. During extensive tours of each of our facilities, NCCHC officials inspected living and health care environments, reviewed policy and procedures and conducted health record reviews. Each of our 14 institutions met NCCHC standards and was awarded accreditation, acknowledging the existence of a comprehensive health care system for inmates. The NJDOC is one of only 11 corrections departments nationwide to receive this honor.

- The implementation of the Security Threat Group Management Unit at Northern State Prison had a positive effect in helping to maintain the safety and security of custody staff and inmates. **Between 1997 and 1998, the number of group demonstration and rioting disciplinary infractions dropped 79 percent.** This significant decrease reflects the immediate benefit of the Unit in minimizing gang-related disciplinary charges. The number of group **demonstration and rioting charges decreased during 1998 by 45 percent** compared to the same charges from 1993 to 1997. Since the opening of the STGMU, the number of assaults on staff between 1998-99 dropped by 28 percent compared to the number of assaults on staff since 1993, while the number of serious disciplinary charges decreased by 13 percent in 1998 compared to 1993 through 1997.
- In 1998, the NJDOC became one of the first correction departments in the nation to develop a personalized Risk Needs Assessment (RNA) tool to assist in preparing inmates for successful reintegration into the community as productive citizens. The purpose of the RNA is to enhance significantly the safety and security of the community by ensuring that all inmates identified as high risk for recidivism will be identified and provided with the appropriate treatment prior to their release.



1999

- The NJDOC's Community Service Program continues to expand. Since its inception in the spring of 1998, inmate labor for various public service projects has totaled approximately 1.4 million hours annually. Examples of public service projects include highway litter cleanup, construction of neighborhood playgrounds, beach cleanup, construction of barrier reefs, and restoration of Ellis Island. In the fall of 1999, we assisted in the cleanup efforts of seven New Jersey towns, which were among the hardest hit by Hurricane Floyd. Approximately 140 inmates from the Mountainview Youth Correctional Facility in Annandale and Northern State Prison in Newark were deployed to the towns of

Bound Brook, Piscataway, Plainfield, Lodi, Saddle Brook, Manville and Rochelle Park. The inmates assisted both the Emergency Management Agency and the Department of Public Works by cleaning up the severe damage caused by Floyd.

- The Management Information System (DOCMIS) is now a state-of-the-art, fully integrated system and national model that provides, among other technical support, Department-wide connectivity, office automation, e-mail and Internet access.
- In January 2000, the final phase of the NuWay Therapeutic Community (NuWay) in-patient drug abuse program opened at

Continued on next page...

Taking a Look Back

1999

Significant Department-wide Initiatives and Policies

South Woods State Prison. The opening will bring the total number of available inmate substance abuse treatment beds within our institutions to 1,271 statewide, an increase of 286 percent since October 1996, when just 329 treatment beds were available. NuWay came to fruition as a result of a Governor Whitman initiative to increase the number of treatment programs for addicted offenders. It was developed by the Office of Drug Program Operations and is funded through a grant from the United States Department of Justice.

- In October 1999, the NJDOC began to offer college tuition reimbursement as part of the Tuition Aide Program. The purpose of this program is to provide NJDOC employees with the support to promote continued learning and professional growth and to facilitate our efforts to attract and retain a qualified work force. In 1999, a total of 187 employees applied for the program.
- The expansion of Project PRIDE (Promoting Responsibility in Drug Education) a state-wide program endorsed by the Department of Education, allows non-violent offenders from NJDOC institutions to speak to students and community organizations about their personal experiences and negative consequences with substance abuse. We have reached more than 10,000 students since the program's inception in 1998.
- With Governor Whitman's support of the NJDOC's Zero Tolerance for Drugs Policy, a drug interdiction unit was established with the explicit purpose of deterring the use and distribution of illicit drugs among the inmate population within New Jersey state prisons. States currently utilizing drug interdiction units, including Florida, Maryland, Indiana and Pennsylvania, all have reported a significant reduction in inmate narcotic use. The mainstay of the drug interdiction unit is the use of lonscan narcotic detection machines, which detect the residue of controlled dangerous



substances on a molecular level. The Department of Corrections was successful in obtaining grant funds from the National Institute of Corrections to fund the operation of the drug interdiction unit consisting of a mobile team equipped with both lonscan machines and specially trained canines. The drug interdiction unit conducted its first inmate screening in January 1999 and expanded screenings to include visitors and staff.

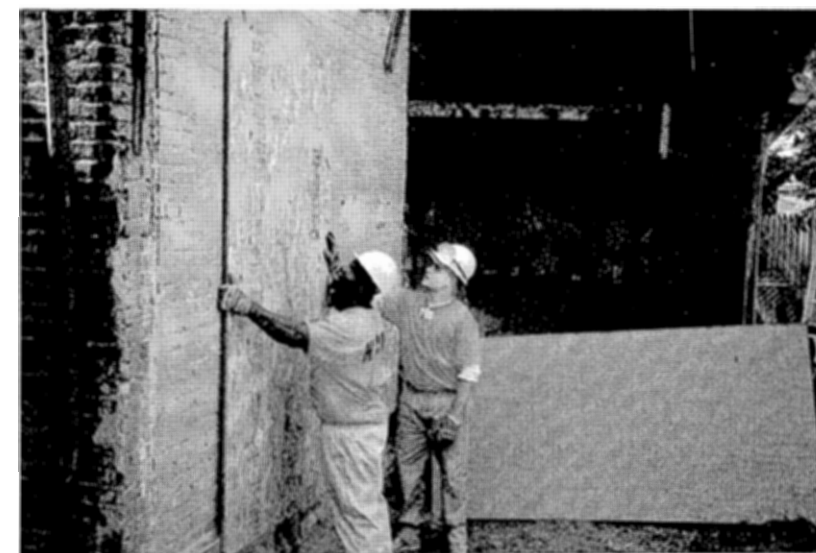
- The expansion of recruitment efforts through participation in career days sponsored by various schools and community organizations has broadened the diversity of our workforce. Since January 1999, the NJDOC has participated in 28 job fairs/career days held at high schools and colleges throughout the state. The Department of Corrections also expanded its basic custody training program from 10 to 14 weeks. The Department's FY 2000 budget includes \$2 million to provide 10 hours of additional training for all sworn staff. For the first time, the Department of Corrections has the fiscal resources to develop an in-services training capability that includes sexual harassment

training, de-escalation techniques and mental health awareness.

- Since the NJDOC promulgated a new attendance policy to address excessive use or abuse of sick leave and unauthorized absences, the number of sick leave call-ins has decreased by 5,000 during the past year.
- The Department of Corrections implemented the Community Release Notification Policy on March 1, 1999. The policy established a procedure to comply with Chapter 68, Laws of 1998, which requires the NJDOC to notify the attorney general or specific county prosecutors of inmates eligible for Residential Community Release and

placement into a halfway house. The policy was introduced by N.J. Senator John Bennett, passed by legislators and signed into law by Governor Whitman on Aug. 12, 1998.

- Effective Sept. 1, 1999, NJDOC instituted a Standardized and Centralized Inmate Performance Reporting System that we believe will put the NJDOC in the forefront of correctional education. The Department also established an Assessment/Pupil Progress Report Committee through the Office of Educational Services. Inmate report cards can be utilized as a tool for program placement, parole and tracking educational progress.



New Jersey Department of Corrections

Mission

To ensure that all persons committed to the state correctional institutions are confined with the level of custody necessary to protect the public and that they are provided with the care, discipline, training and treatment needed to prepare them for reintegration into the community.

The Department of Corrections is organized into three separate divisions: Administration, Operations, and Parole and Community Programs, as well as other administrative units.

Administration

The Division of Administration is responsible for administering and managing more than \$850 million in state and federal funds. The division provides administrative services to support the NJDOC's mission. Major areas of responsibility include budget and fiscal management, personnel, policy and planning, and information services.

Operations

The Division of Operations is responsible for 12 adult male correctional facilities, one women's correctional institution, a central reception/intake unit and an adult offender boot camp. These facilities collectively house approximately 30,000 inmates in minimum, medium and maximum security levels. They are diverse and unique in their operations. For example, the maximum security New Jersey State Prison contains the state's Capital Sentence Unit for inmates under capital sentence. The Adult

Diagnostic and Treatment Center operates corrections' rehabilitative program for habitual sex offenders. Northern State Prison contains the Security Threat Group Management Unit, which houses gang members considered a threat to the safety of the institutions and individuals. The Edna Mahan Correctional Facility, the state's only correctional institution for women, houses inmates at all levels of security.

Parole and Community Programs

The Division of Parole and Community Programs is responsible for the reintegration of inmates into society through various community-based and parole programs. The Office of Community Programs also is responsible for approximately 2,300 contract residential community release program beds

that provide residential and treatment services to about 4,000 inmates and parolees annually. The office is also responsible for eight Day Reporting Centers that provide an extensive array of services to about 1,600 parolees annually. In addition, the office contracts with the Department of Health for more than 200 drug treatment residential beds. It also coordinates the operation, administration and quality assurance of more than 1,200 institutional-therapeutic community beds.

The Office of Parole is responsible for 13 District Parole Offices, which supervise more than 15,000 offenders released from New Jersey prisons and correctional institutions, county jails, and out-of-state institutions. Services are also provided to inmates released at the expiration of their sentences.



Office of the Commissioner

Commissioner—Jack Terhune

Special Investigations Division

Chief—Debbe Faunce

The Special Investigations Division, formerly known as the Internal Affairs Unit, is comprised of highly trained, duly sworn law enforcement professionals. The division is responsible for investigations into violations of the laws of the State of New Jersey and/or violations of the administrative code for the NJDOC by inmates, employees and those individuals who visit NJDOC facilities. This division falls directly under the Office of the Commissioner.

The SID is represented at each facility where investigators not only conduct all criminal and administrative investigations, but also act as the NJDOC liaison to all law enforcement agencies. SID investigators regularly conduct cooperative investigations in conjunction with federal, state, county and municipal law enforcement agencies. SID investigators, who have received numerous commendations from various agencies for their outstanding contributions, are called on to provide expert witness testimony in state and federal courts on a regular basis.

The SID has grown and expanded its role within the NJDOC with the establishment of several "specialized" units. The formation of these units has served to enhance the effectiveness of the SID, but also to vault the NJDOC into the forefront as a state-of-the-art correctional investigative unit.

The SID investigators continually receive extensive technical training in an effort to maintain the NJDOC's ability to keep pace with the ever-changing criminal atmosphere. Their high professional standard has earned them the respect of their peers in the law enforcement community, as the NJDOC ranks as a leader in correctional law enforcement.

SID Specialized Units

Drug Interdiction Unit

The Drug Interdiction Unit was formed in conjunction with Commissioner Terhune's Zero Tolerance Drug Policy. The Interdiction Unit is comprised of both SID and NJDOC Canine Unit personnel, who work in tandem to control the flow of illicit narcotics to the inmate and identify anyone attempting to introduce narcotics inside the secure perimeter of the institutions.

This unit employs the "lonscan" 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 (CDS) and witnessed a 15 percent decrease in drug-related inmate disciplinary charges.

Intelligence Unit

The Intelligence Unit has become nationally recognized as a leader in correctional gang intelligence. The gang member identification process and gang database, developed by the Intelligence Unit, are the cornerstones of the Security Threat Group Management Unit at Northern State Prison. The STGMU has

become recognized as one of the most effective gang management programs in the country, and some states have expressed interest in using the program as a model for addressing their gang management problem.

Investigators assigned to the Intelligence Unit have provided gang identification training to thousands of law enforcement professionals in New Jersey and many other states. Intelligence Unit investigators have also provided expert witness testimony in litigation representing the NJDOC as well as other states.



Computer Forensic Unit

The Computer Forensic Unit was established as computer technology is expanded within the NJDOC. The unit is responsible for the computer forensic analysis of computers and computer storage devices related to computer crimes or violations of the Department of Corrections' micro-computer policy.

SID investigators continue to provide expert law enforcement skills to the NJDOC as highly trained polygraphists and questioned document examiners.

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Fugitive Unit

The Fugitive Unit has gained the respect of local, county, state and federal law enforcement in New Jersey as a top-notch team that excels in the capture of escapees in New Jersey and beyond. Investigators assigned to the Fugitive Unit have worked with dozens of agencies throughout New Jersey in a continuing effort to enhance the quality of life for the citizens of our state by removing escaped offenders from our streets. The SID Fugitive Unit continues to work jointly with the New Jersey State Police Fugitive Unit, and numerous cooperative apprehensions have been made.



Office of the Chief of Staff

Chief of Staff—
Mary Ellen Bolton

Office of the Ombudsman **Ombudsman—Maggie Aguero**

The Office of the Ombudsman provides an extra institutional resource for inmates within the New Jersey Correctional System. This resource allows inmates who do not receive assistance from institutional staff to seek redress for problems and complaints, as well as inquiries outside the established institutional procedures. This office functions independently from institutional administrators

within the NJDOC. This enables the development of trust, confidentiality and objectivity between the assistant ombudsman and the inmate population. Its staff also ensures an effective and efficient operation by acting as advocate, independent investigator and referral agent to provide a safety valve for inmates and a safeguard against abuse.

Equal Employment Division **Director—Mary Cupo-Cruz**

The Equal Employment Division is responsible for dealing with formal complaints regarding racial or sexual harassment, retaliation or other related matters filed directly by employees or through the Division on Civil Rights and/or the Equal Opportunity Commission.

Office of Public Information **Public Information Officer—** **Chris Carden**

The Office of Public Information is responsible for providing accurate, credible and often instant information concerning events, plans, programs, functions, services and activities to the media, other governmental agencies and the general public. It must promote public awareness of the functions of the Department of Corrections through a quarterly newsletter, annual reports and brochures.

Total Efficiency **Accountability Management** **System [TEAMS]** **Director—John Camparetto**

TEAMS is the division focusing on monthly field audits of various sites. A team of personnel is able to assist the Office of the Chief of Staff by audits. Monthly meetings are held with facility administrators and their executive staff to critique all areas of facility management and develop new strategies and action plans.

Office Legislative Services

The legislative liaisons serve as a link between the Department of Corrections, Governor Whitman's office, the Legislature and other state departments. It is the responsibility of the liaisons to monitor proposed legislation, research its impact and present the NJDOC's position to the sponsoring legislator or the committee considering the legislation.

In addition, this office is responsible for researching and responding to letters and telephone calls submitted by state and federal legislators on behalf of their constituents. Tours of the NJDOC's various institutions are routinely provided to legislators and their staff by the legislative liaisons, and summer interns throughout state government spend a day visiting institutions and learning about the Department. Hundreds of questions were answered for elected representatives during the year, and dozens of tours were conducted for legislators and their staff. Significant legislation enacted included a bill that allows family members to attend a condemned person's execution as well as a bill increasing the membership of the State Parole Board. ■

Correctional Staff Training Academy

Mission

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

Two recent state laws further define the Bureau's mission: the Police Training Act, which mandates training for state and correction officers and state parole officers; and the Gun Control Act, which requires firearms qualification training for all state and county correction officers and state parole officers.

The foregoing legislation obligates the Police Training Commission to approve the basic state curriculum and county officer recruit training programs as well as firearms training programs. The Bureau 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 Department of Corrections and a certificate from the Police Training Commission.

Training and Custody Recruitment

Director—Joseph Wyers

History

The Department of Corrections 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. Approximately 100 employees, among them custody and civilian, whose duties include administrative, clerical, recruitment, in-service training and firearms qualification, report to Director Wyers.

Organization

Our Correctional Staff Training Academy actively explores innovative concepts for implementation in order to deliver effective training to custody and civilian staff for the NJDOC. In 1999, 338 graduated from the academy.

Operations

In 1999, the bureau included 65 custodial and parole officers as it continues to meet inmate population growth. The programs it offers are designed to develop and enhance the skills of employees who need to perform various components of their jobs as well as to prepare for future advancement while presenting a comprehensive, multi-faceted approach to training. To augment its staff, specialty instructors are recruited from state and county correctional facilities, academic institutions, and federal, state, county and municipal law enforcement agencies.

The Bureau of Training is an active participant in the National Institute of Corrections (NIC) Live Video Conference program to enhance training opportunities for NJDOC staff. A new pilot program for recruitment, retention, and method of agency

Continued on next page...



training also has become a permanent curriculum for trainees enrolled in the State Basic Course for Corrections Officers.

The Bureau is organized into several units to accomplish its primary responsibilities:

The Academy

The Academy conducts basic training for state correction and parole officers with instructors who are all certified by the Police Training Commission. Training classes include arrest, search and seizure, use of force, criminal law, first aid and CPR, weaponry, physical training, security concepts, human relations, and professional development. The Standards Group within the Academy develops and implements guidelines, curriculum and standards of operation for both basic training and the 40-hour In-Service Training Program. This unit is also responsible for overseeing the methods of instruction and stress management courses by the Bureau of Training.

The Firearms Unit

The Firearm Unit provides weapons instruction to all trainees attending the Academy. The Firearms Unit also is responsible for the annual re-qualification of all correction officers and parole officers as mandated by the Police Training Commission.



The In-Service Training Unit

The In-Service Training Unit is responsible for conducting an annual 40-hour In-Service Training Program for all custodial personnel assigned to the Department. Training is conducted at three regions: Southern, Central and Northern New Jersey. Custodial personnel receive training in all areas pertaining to their daily job activities, including use of force, chemical agents, cell extraction, institutional searches and domestic violence. The 40-hour In-Service Training Program is updated and revised on a yearly basis to meet the goals of the Department.

The Recruitment Unit

The Recruitment Unit is attached to the Bureau of Training and is responsible for the recruitment and hiring process of future correction and parole officers. The recruitment staff visits

colleges, universities, schools and job fairs throughout the state promoting the Department's career opportunities.

College Credit

College credit is available for the majority of Academy course offerings. These credits are transferable to any two- or four-year colleges in New Jersey or elsewhere. ■

The Bureau of State Use Industries— DEPTCOR

Mission

The mission of the Bureau of State Use Industries of the State of New Jersey Department of Corrections is to develop and maintain fiscally self-sustaining inmate work programs that provide high-quality manufactured goods and services to governmental agencies at prices that save taxpayer dollars.

To this end, DEPTCOR will:

- **Teach good work habits and marketable jobs skills to help prepare the inmate for reintegration to society.**
- **Provide the inmate workforce with vocational training for pre-industry qualification, on-the-job training and assistance with post-release employment.**
- **Provide opportunities for the professional growth and training of the bureau's civilian staff and promote the health, safety and welfare of both civilian and inmate workers.**

**DEPTCOR,
The Bureau of State
Use Industries**

Bureau Chief—Leonard Black

History

The Bureau of State Use Industries was created in 1918 with the passage of the State of Use Law-legislation, enacted through the cooperation of industry, labor, and the public. In principle, the State Use system lies within the Department of Institutions and Agencies and 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 initiated (hence the name). In November 1976, a separate Department of Corrections was established and has since regulated the activities of the Bureau. In 1990, the organization adopted the trade name of DEPTCOR to represent its complete line of products and services.

Organization

Under New Jersey Revised Statutes 30:4-92 through 100 and Departmental Standard 610, the Bureau is responsible for planning, selection of products, management of materials and equipment, coordination of processes, distribution of products, and technical consultation and services.

The State Use Industries program is administered without appropriated funding and is self-supporting. It is financed out of a revolving fund, from which all operational expenses are paid.

Operations

DEPTCOR operates 32 industrial shops utilizing inmates from 11 state correctional facilities and four county jails. DEPTCOR's wide range of products and services are sold only to tax-supported agencies, institutions, and units of state, county and municipal governments.

DEPTCOR has 1,719 jobs available to inmates through the industrial program and employs 167 civilians in administrative, production and support staffs.

Facts

1999 Sales:	\$17.1 million
1996 Audit:	Customers save 10% of their purchases
1995:	\$2.1 million in taxpayer savings

Customers save costs of time and procurement.

Operations are organized into business units as follows:

Clothing Products

This unit consists of all garment manufacturing, textile, knitting and mattress operations. In aggregate, this unit represents one-third of DEPTCOR's total annual sales.

Bakery, Auto Tag, Janitorial, Shed and Concrete Products

This unit consists of a full line of baked goods; auto tags for the Division of Motor Vehicle Services; and a complete line of janitorial products. Shed and concrete products are new lines acquired recently. This operation is located at Southern State Prison and represents in excess of \$6.9 million in annual sales.

Metal and Furniture Products

This unit represents DEPTCOR's complete line of metal cell furniture, storage shelving, custom metal products, and a line of office chairs, desks, and systems furniture.

Printing/Graphics, Sign, and Shoe Products

This printing and graphics operation produces a variety of printed materials; our sign industry produces regulatory traffic and custom signs for government; and our shoe industry produces shoes for the inmate population. ■

Cooperative Efforts Highlights

Cooperative Efforts With Other Agencies

- On April 17, 1999, inmates and staff members of the **Edna Mahan Correctional Facility for Women** participated in the **March of Dimes WalkAmerica** to help raise money in the fight against birth defects. An estimated 400 to 500 inmates participated in the walk on the facility's grounds. The staff of the facility walked 6.2 miles during the nationwide event on April 25. Since 1996, inmates have raised more than \$4,000 by making personal donations out of their accounts. They also assisted the March of Dimes by providing all the labor to assemble approximately 15,000 green folic acid ribbons, which were provided to walkers at northern New Jersey's 13 walk sites.
- The **Department of Corrections**, in conjunction with the **Department of Human Services**, assisted in the beautification of the **Vineland Development Center Cemetery**, which has served as a final resting place for the center's staff and clients for more than a century. Beginning in June 1999, as part of the Paying Communities Back Program, eight inmates from **Bayside State Prison** uncovered hundreds of headstones once barely visible under overgrown weeds and grass. The inmates also built a stone walkway for visitors, planted trees and grass throughout the cemetery, repainted the entrance fence and created a recognition sign that reads, "New Hope Cemetery." The Vineland Development Center was built in 1888 as a haven for developmentally

disabled women. Today, it serves approximately 400 female clients with a staff that prides itself on building close-knit relationships with all of them.

- The 1999 summer season marked the first time that New Jersey's **Artificial Reef Program** placed 700 uniquely designed fish habitats, called Reef Balls, atop existing reefs. This project was part of a joint venture between the **Corrections** and **Environmental Protection** state departments. Each week from April through November 1998, approximately 30 Reef Balls were fabricated by **Southern State Correctional Facility** inmates. Reef Balls, made of concrete resembling small igloos, provide access for fish, crabs and lobsters, and other food and game species. The **Ocean County Bridge Department** was responsible for land and sea transportation at a rate of 40 habitats per barge.
- When 70,000 plus soccer fans arrived at Giants Stadium in New

Jersey for the opening ceremonies of the FIFA Women's World Cup games in June 1999, they noticed the venue had never looked better, thanks in large part to the joint efforts of the **New Jersey Transportation** and **Corrections** departments. In conjunction with the **Hackensack, NJ, Meadowlands Development Commission** and the **Meadowlands Chamber of Commerce, NJDOC** and **DOT** assisted in the removal of litter as well as landscaping the stadium and the state roads leading to it.

- In July 1999, as a cooperative effort between the **Department of Corrections** and the **Department of Transportation**, flower beds of day lilies, yucca, daffodils and other perennials were planted along the medians of Garden State roadways to help enforce Governor Whitman's maxim: Keep the Garden in the Garden State. Ten inmate details planted 28,304 flowers. ■



Division of Administration

Overview

The Division of Administration is responsible for administering and managing more than \$850 million in state and federal funds. This division provides administrative services to support the Department's mission. Major areas of responsibility include budget and fiscal management, personnel, policy and planning, and information services

This Department employs approximately 9,500 employees in 15 correctional institutions, eight satellite units, an adult boot camp, a Corrections Staff Training Academy, a State Use Industry, 13 District Parole Offices and the Central Administration Office. This division is responsible for directing and overseeing all aspects of the Department's personnel management for all of the above mentioned state facilities and Central Office staff.

Division of Administration

**Assistant Commissioner—
Susan Maurer**

Accomplishments

During 1999, all Department of Corrections employees received training in the new Performance Assessment Review (P.A.R.) program. The program was implemented in July 1999, and in 2001, the P.A.R. ratings will play a significant role in layoffs and a Pay-For-Performance Salary Program.

Annual firearms requalification was added as an official



specification requirement for all law enforcement titles in the Department. Besides ensuring continual proficiency in the use of firearms, this requirement is necessary to allow employees in the law enforcement titles to be eligible for Police and Firemen Retirement System (P.&F.R.S.) membership.

The NJDOC initiated a new Correction Officer Trainee Program, which ensures that new correction officer recruits complete 14 weeks of law enforcement training before they are allowed to exercise their law enforcement powers. The Office of Human Resources was a full participant in the planning, development and implementation of this program.

A Special Offenders Unit was created in the Kearny satellite unit of the Adult Diagnostic and Treatment Center. The creation of the unit signals a new philosophy in the treatment of sex offenders and will possibly impact on the qualifications of employees responsible for providing the

care, security and safety of the offenders. The Office of Human Resources played a significant role in establishing the unit through its position management analyses and recruitment processes.

Division of Fiscal Management— Under the Division of Administration

Director—Richard Waldis

This division, currently consisting of 70 staff members, identifies current and future departmental fiscal resources and monitors the expenditure of available funds for compliance with Department goals and objectives, applicable statutes, and state and federal regulations. This bureau is responsible for developing appropriate fiscal procedures and tracking all funds in accordance with generally accepted accounting principles and Department of Treasury guidelines. This bureau also provides technical assistance to

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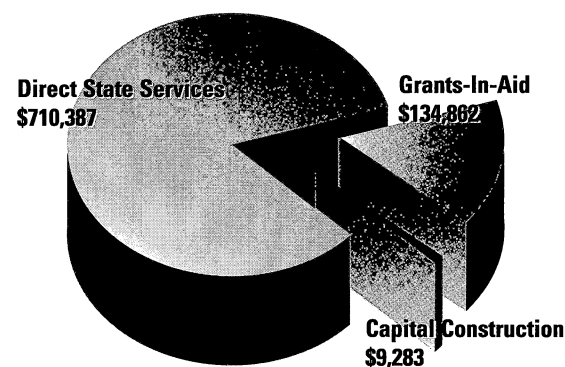
operating units in the areas of procurement, budget planning, internal fiscal controls and business practices.

Offices Under Division of Fiscal Management

Grants Management Office

This office secures the maximum amount of federal, state and private grant funds to support the goals and objectives of the Department of Corrections. This office also ensures that the Department complies with all federal, state and other grantor guidelines and procedures relating to use of grant funds.

Budget Figures for FY 1999



Total: \$854,532

Budget of Fiscal Planning

This office prepares the Department of Corrections' annual operating, grant-in-aid, federal and capital budgets. This office also prepares the Department's quarterly spending plan fiscal reports, monthly capital project status reports, and various other budgetary, fiscal and position monitoring reports/analyses.

Business Office

This office provides fiscal, administrative, operational and maintenance support for all units located at the Department's Central Office, 13 district parole offices and the Correctional

Officer Training Academy (CSTA). This office procures goods and services as required by the Central Office, district parole offices and CSTA; maintains the Central Office buildings and grounds, including renovation and general maintenance; and manages Central Office Support Services activities, including the provision of office supplies, maintenance of office equipment, photocopying and mail services for the Central Office complex, District Parole Offices and CSTA. The Business Office also supervises activities related to Real Property Management in the coordination of acquisition, disposal and leasing of real property owned or leased by the Department.

Office of Policy and Planning

Director—Stan Repko

The Office of Policy and Planning

This office consists of a Policy Analysis and Planning Unit and the Bureau of Correctional Information and Classification. This office provides technical support and coordinates services between the NJDOC and external federal, state, county,

and local law enforcement systems in implementing new technology systems, including live scan fingerprint systems, digital mug shots and video-teleconferencing.

The Policy Analysis and Planning Unit

This office develops inmate population projections, provides policy analysis and works with other departmental units and agencies of the criminal justice system to provide strategic-planning support.

The Bureau of Correctional Information and Classification

This office maintains and provides data-entry services for the Offender-Based Correctional Information System (OBCIS). The bureau also provides coordination for the Department's inmate classification functions and has assisted county facilities in implementing an Objective Jail Classification System throughout the state.

Office of Human Resources

Director—Dennis Salamandra

The Office of Human Resources oversees all aspects of personnel management while providing

personnel support for approximately 9,500 employees within the Department's 15 correctional facilities and Central Business Offices campus. This office's highly trained staff maintains several responsibilities to ensure that all personnel matters are handled efficiently.

This 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 computerized personnel management information system. It is also responsible for the development of all Human Resource policies and for the continuous review and evaluation of various programs while ensuring the compliance with the Fair Labor Standards Act (FLSA) and other state and federal laws, rules and regulations.

The Office of Human Resources has the goal to create opportunities for employees to better themselves and thereby improve job performance and services to inmates and employees.

Furthermore, the Human Resources staff is in charge of pre-layoff and reduction-in-force (RIF) layoff planning, the development and monitoring of sick leave and sick leave injury reports as well as the implementation of training programs concerning personnel issues, timekeeping procedures and ensuring compliance through periodic personnel and payroll audits.

In addition, this office is charged with the task of ensuring Department compliance with all federal, state and negotiated regulations and directs

administrators in establishing the need for, and the development of, departmental procedures for implementation of the regulations. Its staff also handles the Department's employee relations and is responsible for monitoring employee contracts and bargaining-unit agreements.

Office of Information Technology

Manager—Lou Mancuso

The Office of Information Technology (OIT), currently consisting of 51 staff members, supports approximately 9,500 total staff, 3,000 of which are DOCNet users at 44 sites Department-wide. OIT's staff is located in three regions throughout the state, with the majority located at Central Office Headquarters.

The mission of the Office of Information Technology is to support the core business needs of the Department through the development and use of enhanced technologies and information systems. It is

responsible for providing the integrated exchange of data and identifying emerging technologies and trends to improve employee productivity while reducing state costs. In addition, this office advises management of Information Technology (IT) best practices and delivers timely and accurate services to stakeholders in a professional and courteous fashion. Software includes office automation, e-mail, Internet, mainframe access, and inmate and personnel applications.

Organization

The OIT consists of two major components, which are DOCNet and CMIS, and is comprised of five work units:

1. System Operations: includes system administration, Local Area Network and help desk
2. Telecommunications
3. IT Development
4. IT Data Production
5. Administration: includes procurement, Y2K compliance and training

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Classification and Civilian Recruitment Unit

The Department of Corrections employs approximately 9,500 employees:

- | | |
|----|------------------------------------|
| 15 | correctional institutions |
| 8 | satellite units |
| 1 | Adult Boot Camp |
| 1 | Corrections Staff Training Academy |
| 1 | State Use Industry |
| 13 | District Parole Offices |
| 1 | Central Administration Office |

Objectives: To recruit and retain the best qualified candidates in order to achieve the highest level of job performance.

To reduce the response time of all requests, inquiries and reports addressed to this office.

System Operations

Local Area Network Operations

This operation allows for a centralized information system for easier data access while the help desk system serves as round-the-clock operation to assist staff with computer-related questions.

Telecommunications Services

This service consists of 8,000 voice telephones, 2,000 inmates telephones, including IPIN security, 2,000 emergency telephones at correctional facilities, data lines for video teleconferencing (VTC), voice mail and electronic monitoring services.

DOCNet

This project involved the successful preparation of Y2K compliance. Other responsibilities include:

- Train users of PCs in Windows 95, Groupwise Email and Microsoft Word.
- Replace mainframe computer systems and all Department-wide existing PCs with new PCs. The \$30 million project has significantly improved productivity of staff workload and record keeping.
- Installation of approximately 15 laser jet printers at each institution. These printers will produce the printed output from both office automation applications and the new inmate and personnel applications.

DOCMIS—Department of Corrections Management Information System

The NJDOC's Correctional Management Information System (CMIS) is the most technologically advanced and functionally complete statewide correctional management system in operation anywhere in North America and, we believe, in the world. The financial programs contained within the New Jersey CMIS are the only such programs known to be fully compliant with Generally Accepted Accounting Principles (GAAP) and Prison Litigation Reform Act (PLRA) regulations. This system now operates with a world leading state-of-the-art database management system and is designed entirely on open architecture principles guaranteeing growth into the indefinite future. The CMIS system is also the first statewide system in the country to be fully integrated with a hospital-quality medical package and Document Imaging and Management System.

New Jersey is one of the few

states to implement an entirely new DOCMIS by using the most advanced technology and software applications available. The new system will have numerous other pertinent features by this year, including the ability to furnish more accurate identification of inmates; to print offender images on forms, notification, as well as offender identification cards and wristbands; to create images of an offender, including scars, marks or tattoos, that will be easily retrieved, displayed or printed on demand; and to scan inmate commissary order forms and track collected funds to go toward the Victims of Crime Compensation Board (VCCB).

The Department of Corrections initiated the project to address the need for Y2K compliance and to enhance its technological efficiency. The plan has integrated the various software systems in concert with the Department's business needs, including the installation of new equipment and conversion of all data to the new system.



Office of Employee Relations

Director—Donald Doherty

The Office of Employee Relations has the responsibility to maintain a positive environment for employee-employer relations so that the Department can successfully fulfill its mission. It also provides the Department with the ability to manage and deploy its human resources by the most efficient and economical means possible.

In order to meet its mission, the office takes a proactive approach to accommodate a continuously changing environment.

During 1999, there were several changes resulting in a significant reorganization. The office now consists of three primary functional areas:

1. Hearings/Appeals Section
2. Administrative Law/Civil Litigation Section
3. Sick Leave Injury (SLI)/Leaves of Absence Section

Hearings/Appeals Section

This section is responsible for hearing grievances as well as the most complex major disciplinary actions taken against employees each year. The disciplines include all cases arising out of investigations conducted by the NJDOC's Equal Employment Division, as mandated by federal order, (Holland Consent Decree). Additionally, the section, along with the Governor's Office of Employee Relations, prepares for and attends grievances before independent arbitrators and defends the Department of Corrections in unfair practice

charges files with the Public Employment Relations Commission. The staff also represents the Department in Joint Union Management Panel (JUMP) minor disciplinary action conferences.

The Administrative Law/Civil Litigation Section

This section conducts early settlement conferences on major disciplines before the Office of Administrative Law as well as approximately 120 full conference hearings before administrative law judges in Newark, Trenton and Atlantic City each year. The section also interfaces with numerous deputy attorneys general, who handle all employee termination cases. This year, the Civil Litigation Section was added, which brought with it all civil lawsuits from inmates and staff filed in both federal and state court.

The Sick Leave Injury (SLI)/Leaves of Absence Section

This section was divided into two units this year. The first unit annually responds to SLI approval and denial recommendations from the institutions and appeals of SLI denial to the Merit System Board. The unit continuously interfaces with the institutions, medical professionals in the community, and the State's Bureau of Risk Management.

The Leaves of Absence Unit reviews approval and denial recommendations each year on requests for various types of discretionary leaves, after employees have exhausted all paid leave absences as well as federal/state family leave. The unit deals with institutions, the Bureau of Risk Management and with worker's compensation cases. ■

This year,
the Office of Employee Relations took on the challenge of ensuring that the Department complies with various Public Employee Occupational Safety and Health standards.

This office
represents the Department of Corrections at statewide bargaining unit negotiations and administers bargaining unit agreements. It is also responsible for advising all of the Department's managers and supervisors on the interpretation of Department of Personnel rules and regulations and continually issues and revises more than 300 Human Resource Bulletins.

Division of Operations

Overview

It is the primary responsibility of the Division of Operations to receive, classify and house offenders who have been remanded to the custody of the Department of Corrections.

The Division of Operations is responsible for correctional institutional operations. The Division is comprised of 12 adult male correctional facilities, one correctional institution for women, a central reception/intake unit and a youthful-offender boot camp. These facilities collectively house approximately 25,000 inmates in minimum, medium and maximum security settings. These institutions are diverse and unique in their operations. For example, the maximum security New Jersey State Prison contains the state's Capital Sentence Unit; the Adult Diagnostic and Treatment Center operates the rehabilitative program for habitual sex offenders; Northern State Prison contains the Security Threat Group Management Unit, which houses gang members considered a threat to the safety of the institutions and individuals; and the Edna Mahan Correctional Facility, New Jersey's only correctional institution for women, houses female inmates at all levels of security.

In addition, the Division of Operations is responsible for administering the Central Medical/Transportation Unit, the Bureau of County Services, the Office of Educational Services, the Disciplinary Hearing Program, the Division of Operations Health Services Unit, the Food Services Unit, the Capital Planning and Construction Unit, the Central Communications Unit and the Special Operations Group.

The Division of Operations is responsible for an annual operating budget of more than \$500 million, which is appropriated to the Department for the maintenance, care and custody of incarcerated individuals and the safety of the general public.

Division of Operations

**Assistant Commissioner—
Jeffrey Burns**

Accomplishments Under the Division of Operations

• American-I-Can, Inc. Contract Services

This contractual \$1.5 million legislative initiative provided a 60-hour training curriculum in life-management skills training for inmates who met its criteria. Inmates received training in eight specific areas, including problem solving and decision making; family relationships; financial stability and employment search and retention. Trainees were guided by facilitators who operated within the program structure of self-help peer group relationships. Training consisted of dual

sensory perception presentations, controlled group discussion and space retention.

A total of 1,653 inmates participated in state facilities and county institutions. Fifty-two classes were conducted in nine state facilities, while 26 classes were conducted in seven county facilities. County service delivery areas also included the Intensive Supervision program and parole and community programs. A total of 20 facilitators from the Amer-I-Can Academy provided the instruction.

• Alien Inmate Hearing Program

This program coordinates the NJDOC Alien Inmate Hearing Program with the United States Department of Justice Executive Office for Immigration and Naturalization Service. The program identifies and schedules hearings for criminal aliens who are incarcerated in the NJDOC facilities and have committed certain offenses deemed removal warranted by the Immigration and Naturalization Service.

Hearings are conducted primarily at Riverfront and Northern State prisons. Seventy-two hearing dates involved a total of 419 inmates, of which 128 inmates received final order of removal (deportation). Video teleconferencing for the immigration hearings were implemented first at Riverfront State Prison, with planned expansion into Northern State Prison site for the upcoming year.

• Executive Clemency and Medical Parole

In coordination with the State Parole Board, applications for executive clemency and medical parole were reviewed for 18 inmates. The cases were specific to early release from incarceration due to alleged terminal illnesses.

• Operation Awaken

Commissioner Terhune, through the Assistant Commissioner for Operations, challenged the Division of Operations to reassess roles and responsibilities to ensure that the mission of the Department is met. The staff was challenged to devise and implement methods for more effective flow of workload as well as measurement of accountability.

• Constituent Services

This new unit was developed to assure a timely response to the voluminous amount of mail received from multiple sources. A tracking system was developed to eliminate repetitive responses. Turnaround time was dramatically reduced.

• Standards Development Unit

During the fiscal year, 28 amendments, re-adoptions, repeals or petitions for rule change were completed. Since the Department maintains zero tolerance for substance abuse, new administrative rules to commence on-site and random drug testing were developed to deter inmates from substance abuse and to ensure an environment free of such use in which to live and work.

Department standards applicable for rulemaking were promulgated for the New Jersey Administrative Code. The development, publishing for comment, adoption and incorporation into law, was completed pursuant to legislation passed during the fiscal year.

• Office of Educational Services

Instituted a Special Education Steering Committee which is representative of all institutional Child Study teams.

Correctional Facility Operations

Director—Frank Gripp

Field Services Unit

This unit has four basic areas of administrative responsibilities: food service management, nutritional consultation, recycling/waste management program and ancillary functions. The primary responsibility of this unit is to oversee and ensure the effectiveness of the Department of Corrections' food service operations through the provision of nutritionally adequate meals to the inmate population and Department employees.

Effective operations are achieved through the facilities' adherence to a nutritionally acceptable central menu and nutritional standards. Secondary responsibilities involve providing cost-effective food service equipment recommendations, oversight of the New Jersey Department of Health Chapter 12 sanitation inspections and the Department of Environmental Protection requirements, administration of the Child Nutrition Program, oversight of the central-

ized laundry facility, and distribution of surplus foods and equipment on a system-wide basis.

Food Service Management

Through cooperative efforts, this unit coordinates efforts to control the Department's food expenditures. With the use of the central menu, the Field Services Unit works with the Department of Treasury Purchase Bureau, Distribution and Support Services in establishing contracts with vendors to monitor and manage the food costs at each institution.

The unit manages the development and operation of the South Woods Regional Food Service Operations to ensure its success. This requires coordinating the program and product expansion with the Department's facilities, DEPTCOR warehousing and trucking, the New Jersey Department of Treasury Distribution and Support Services and Farm Operations.

Food service projects and equipment needs are reviewed and equipment specifications prepared as needed to fulfill operational requirements at individual institutional food service departments. Requests are evaluated for new equipment, and justifications are assessed and recommendations provided.

Nutritional Consultation

The 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.

To assure that the Department meets state and federal guidelines required to participate

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in the Child Nutrition Program, the consulting dietitian conducts audits of the participating facilities and fulfills the necessary monthly reporting requirements to the Department of Agriculture, Bureau of Child Nutrition. The Department receives federal reimbursement of more than \$800,000 annually. The consulting dietitian plans and coordinates efforts with the Department's clinical dietitians to ensure that individual therapeutic nutrition needs are met.

Waste Management/ Recycling Program

Cost-effective recommendations are made to facilities for more efficient waste management/ recycling and are incorporated into state waste removal and recycling contracts. As mandated by Executive Order #34, the Department has implemented recycling programs at all of its facilities and central office. Effective waste management will lower waste disposal costs and increase recycling activity. Administration of this effort entails institutional program oversight, monitoring, data collection and Department reporting. Currently, the Department recycles approximately 40 percent of its waste stream.

Ancillary Functions

The Field Services Unit provides input to the Department of Treasury contracts for various food items, food service equipment, waste removal, dishwashing and laundry chemicals, inmate shoes, multi-material recycling, pest control, janitorial supplies, coffee dispensing systems and edible plate waste. The unit also has responsibility for the administration of the Central Laundry at Albert C. Wagner

Youth Correctional Facility, the Department's Internal Control Statement and Department of the Treasury Fixed Asset Coordination. As required, the unit has oversight of the Employer Trip Reduction Program, as mandated by the Clean Air Act. Monitoring and reporting is an ongoing process for the Field Services Unit.

The unit is responsible for establishing and maintaining contacts with other state agencies to ascertain if non-food surplus property of value is available to the Department of Corrections, as well as relocating equipment internally that is no longer useful to individual facilities.

The Field Services Unit in cooperation with Farm Operations and DEPTCOR manages a surplus/donated commodities acquisition and distribution program. Quality products are acquired from various sources, such as the U.S. Department of Agriculture and the private sector, and provided to the correctional facilities, either as direct replacement for items on the central menu or as enhancements to the menu.

Office of Educational Services

Director—Christine Laquidara

The Office of Educational Services was established on Sept. 25, 1979, when the State Legislature enacted the State Facilities Education Act. This Act created a formula-driven funding mechanism to support the education of school-aged residents in all state-operated facilities and clearly defined the Office of Educational Services' role relative to the correctional systems and the students it serves.

Unlike a normal school setting, the NJDOC administration allows its pupils to enter or exit classes

according to their educational needs. The State of New Jersey mandates that all institutional educational services are equivalent to high school graduation criteria. All of our 14 main facilities hold a graduation ceremony once a year. The NJDOC provides mandatory educational services from grades K through 12 for inmates under the age of 20. Education programs are on a voluntary basis for the remainder of the inmates. The 914 inmates who took the GED test in 1999 had a passing rate of 63 percent.

The Office of Educational Services' primary mission is to ensure that the inmate-students served by the Department of Corrections are provided with academic and vocational programming that meets 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. This office oversees approximately 450 staff members to supervise, support and ensure delivery of educational services, including recreational activities and law library services.

In 1999, the Office of Educational Services accomplished many objectives, including the development and implementation of an observation/evaluation format for certified teaching staff and the establishment of committees to review and develop curriculums for Adult Basic Skills programs

The Department also improved and expanded academic and educational programs in NJDOC institutions and community-based facilities. The Department has insured that inmates are afforded basic educational opportunities consistent with their academic

ability and holds them accountable for improvement and/or successful completion of basic programs, as evidenced by a newly created standardized report card format utilizing uniform grading criteria. Each institution and facility operated by the NJDOC organizes an instructional program and pupil evaluation through five marking periods a year.

This newly established Assessment/Pupil Progress Report records a student's performance in selected academic and vocational areas. In relation to appropriate inmate placement and parole consideration, Pupil Progress Reports serve to:

- Standardize the criteria of measuring and recording student participation;
 - Provide the institutional Classification Committees with current, verifiable data of inmate-student educational performance. (This will be a factor in a committee's decisions for program placement, program transfers and/or job placements for parolees.);
 - Supply standardized report cards and constant pupil evaluations to these committees, which are then equipped with adequate and updated information about each inmate; and
 - Ensure that the students' educational performance is fairly and uniformly measured and judged, regardless of their institutional placement and security levels.
- The Department views correction education as being critical toward the goal of helping the inmate population to develop constructive lives upon their

return to society. In turn, we believe that through continued and persistent involvement in the programs offered within the NJDOC's educational components, offenders can help themselves to overcome their own negative self-images, social rejections, and limited social and economic opportunity, and go on to live productive and meaningful lives.

The director of this office is responsible for ensuring all available funding is allocated, distributed and utilized according to the appropriate rules, regulations and guidelines. There are seven major funding sources available to the Office of Educational Services: Direct State

The director is also responsible for ensuring that educational programs are provided in all of the state facilities. While there are local variations relative to specific vocational and special programs, all state facilities offer remedial pre-secondary, secondary, special education programs, an array of pre-vocational and vocational programs and appropriate support services.

Central Medical/ Transportation Unit

Central Medical/Transportation was created in May 1986 to reduce the overtime costs to the Department of Corrections.

Central Transportation's



Appropriations, State Facilities Education Aid, Title I Neglected and Delinquent, Title I IDEA-B, Title I Library Grant and Library Development Aid, Carl D. Perkins Vocational Education Act and Adult Basic Skills Programs. A Youth Offenders Grant, a three-year federal grant, has recently allowed the Department to provide a post-secondary certificate program.

responsibility is the safe and secure transport of State-sentenced inmates from the state adult and youth correctional facilities. In recent years, Central Transportation's role has grown from medical and court transports to transportation of inmates for inter-institutional transfers, emergency transfers, Electronic Monitoring Program, parole/immigration/Intensive

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Supervision Program, hearings, ADTC evaluations, forensic returns, county shipments and halfway house transfers and returns, funerals, bedside visits and medical center discharges. Central Transportation is also responsible for the movement of inmate property. The latest undertaking is the isolated transportation of sexually violent predators to and from their civil commitment hearings as well as medical appointments. Interstate escorts are provided for all out-of-state prisoners, parole violators, escapees or interstate correction compact cases returning to New Jersey.

It is now the responsibility of this unit to transport inmates involved in civil litigation where the inmate is to reimburse the state for the transportation fees, in matters not involving their incarceration.

Central Transportation has obtained remand agreements with 18 of the 21 counties whereby 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 the state correctional facility.

The goal of this unit is to continue providing safe and secure transports of inmates as well as providing a secure medical housing facility for all state inmates in need of medical treatment while protecting the welfare of the general public.

Special Operations Group (SOG)

SOG Chief—Theodore Roth

The Department's Special Operations Group completed numerous assigned tasks and maintained a state of prepared readiness to respond to any crisis situation affecting our facilities.

Canine Unit

The Canine Unit accomplished 385 narcotic searches, 20 patrol incidents, four tracking incidents and assisted many outside law enforcement agencies. Regrettably, during this time, the unit's hazardous device (bomb) squad responded to 100 bomb scares related to the incidents that occurred at Columbine High School. These bomb scares were copycat incidents in New Jersey public schools.

The Canine Unit was outfitted with new, more accommodating, vehicles. It increased its size with

two additional passive dogs to be utilized in the Narcotic Interdiction Program.

Central Communications Unit

The Central Communications Unit continues to realize an increase in radio dispatches. The average number of dispatches per day is currently 4,000.

Wants and Warrants Unit

The Wants and Warrants Unit has a pool of 2,500 active cases and has accomplished 13 "enters" and 15 "clears."

Radio Maintenance Unit

The Radio Maintenance Unit continues to take an active role in the State Radio Advisory Committee meetings.

The Inmate Labor Program outfitted 10 trailers with appropriate radio equipment as well as decals and safety working lights, and equipped vehicles with radios as well as safety lighting. ■



Correctional Institutions

Adult Diagnostic and Treatment Center

Avenel, New Jersey

732-574-2250

Population as of

December 31, 1999: 713

This facility provides secure incarceration and treatment to convicted sex offenders. It includes a regional laundry system, providing job training for inmates and service to 10 correctional facilities statewide.

The Northern Regional Unit, located in Kearny, opened on August 19, 1999, as the temporary location for Civilly Committed Sexual Predators, as mandated by state legislators. It accepts patients from the Department of Corrections and transfers from the Department of Human Services' Ann Klein Forensic Unit who were involuntarily committed under the New Jersey Sexually Violent Predator Act, N.J.S.A. 30:4-27.24

Post-release treatment services are an integral part of the Sex Offender Parole Programs. A relapse prevention program uses psychologists to run aftercare groups at the ADTC. These follow-up sessions make it possible for paroling authorities within the center and the State Parole Board to release inmates with the knowledge that an aftercare program is available.

Academic and vocational assessments are available, as are special education study services.



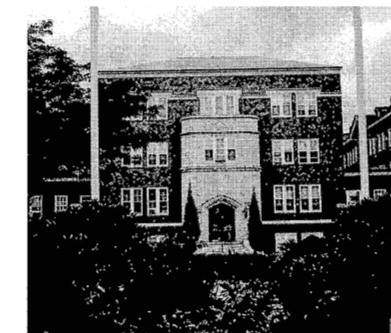
Albert C. Wagner Youth Correctional Facility

Bordentown, New Jersey

609-298-0500

Population as of

December 31, 1999: 1,507



This facility emphasizes vocational, academic and social programming as well as individual and group psychotherapy, substance abuse treatment, social casework and psychiatric treatment. In addition, the Bureau of State Use Industries operates a metal fabrication shop at ACWYCF.

Academic and vocational assessment are available, as are special education study services and such vocational programs as computer programming, barbering, graphic arts, welding and paralegal training.

Bayside State Prison

Leesburg, New Jersey

856-785-0040

Population as of

December 31, 1999: 2,396

Work opportunities are provided in farm dairy operations for minimum security inmates at this facility. The auto license tag and clothing industries offer training for medium security inmates. The Regional Bakery, which has an inmate training program, provides services to institutions throughout New Jersey, while the dairy serves institutions in the southern part of the state.

Academic and vocational assessments are available, as are special education study services and such vocational programs as building, electrical and automotive services.



Central Reception and Assignment Facility

Trenton, New Jersey

609-984-5704

**Population as of
December 31, 1999: 1,140**

Serving as a central processing unit for all adult males sentenced to the Department of Corrections, this facility is responsible for objectively classifying all state sentenced inmates and for providing all intake examinations and evaluations, including medical, dental, educational and psychological.

The Jones Farm Minimum Security Unit is a satellite work camp of CRAF and houses inmates serving non-violent, short-term sentences. The facility assists in supporting the delivery of such activities as food services and building and grounds maintenance. Jones Farm also provides community service work details to various state agencies and municipalities.

Academic and vocational assessment is available, as are special education study services.



East Jersey State Prison

Rahway, New Jersey

732-499-5010

**Population as of
December 31, 1999: 2,405**



The facility provides maximum, medium and minimum security programs for adult male offenders. Work opportunities are provided by five Bureau of State Use Industries shops. Food service, farm services, and grounds and institutional maintenance are provided by inmates at the North Jersey Developmental Center in Totowa.

Academic and vocational assessment are available, as are special education study services and such vocational programs as auto mechanics, paralegal training, painting and decoration.

Edna Mahan Correctional Facility for Women

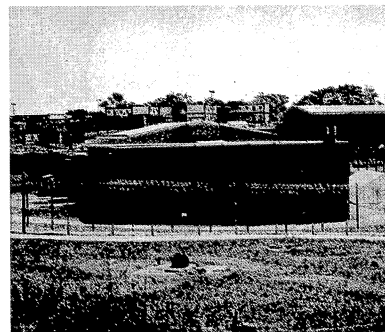
Clinton, New Jersey

908-735-7111

**Population as of
December 31, 1999: 1,164**

The institution provides custody and treatment programs for female offenders ages 16 and older. Psychiatric, psychological and social work services are available on an individual and group basis. The facility also features a drug and alcohol treatment unit.

Academic and vocational assessment are available, as are special education study services and such vocational programs as paralegal skills, clerical skills, computer repair, cosmetology and home economics.



Garden State Youth Correctional Facility

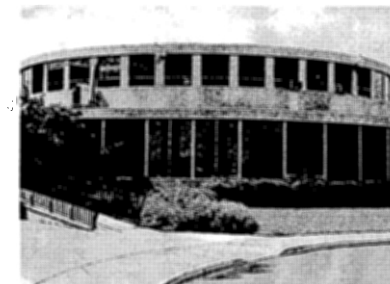
Yardville, New Jersey

609-298-6300

**Population as of
December 31, 1999: 1,896**

All inmates at Garden State must participate in a full-day program of work, vocational training or academic education. Inmates are expected to become involved in treatment programs, among them "Behavior Modification" and "Keys to Innervision." In addition, offenders work on the grounds, in other state facilities, at community work sites and in work-release programs.

Academic and vocational assessments are available, as are special education study services. Academic education ranges from basic skills to high school diploma. Bilingual instruction, art therapy and music classes are available. Vocational offerings include barbering, cosmetology, carpentry, food service and paralegal training.



Mid-State Correctional Facility

Wrightstown, New Jersey

609-723-4221

**Population as of
December 31, 1999: 622**



The Department of Corrections has a lease agreement with the federal government that requires unique operating procedures at the facility. Thus, there are no programs involving work release, furloughs or community activities. All inmates are assigned to work details and have the opportunity to participate in programs as developed within the guidelines of the lease agreement.

Academic and vocational assessment are available, as are special education study services and such vocational programs as paralegal training.

Mountainview Youth Correctional Facility

Annandale, New Jersey

908-638-6191

**Population as of
December 1999: 1,289**

Mountainview opened in 1929 as a juvenile facility originally named "Annandale Farms." Juveniles were housed in large stone "cottages" that still provide inmate housing. As the original name indicates, a fully operational dairy farm is located on grounds, which utilizes inmates for farm chores. The satellite unit at Stokes Forest opened in 1965, and the full minimum units opened in 1990.

Program emphasis at this facility is focused on education, with opportunities for both remedial and college-level courses. Inmates are also provided opportunities for vocational training, both classroom and on the job. A new educational unit, which opened on October 18, provides inmate-students with a modern unit exclusively reserved for their continued education.

Academic and vocational assessment are available, as are special education study services and such vocational programs as barbering, carpentry, clerical skills, food service and computer programming.



New Jersey State Prison

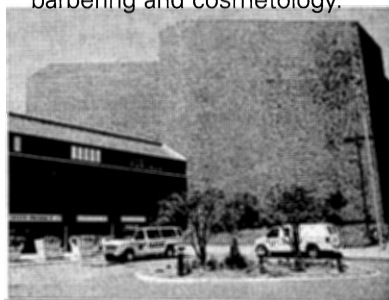
Trenton, New Jersey
609-292-9700

Population as of
December 31, 1999: 1,858

New Jersey State Prison operates two maximum security units and must provide a level of custodial supervision and control beyond that of any other state correctional facility. Removing the most difficult and disruptive inmates from the other state institutions and housing them in a single facility in Trenton permits more realistic and innovative programs to exist system-wide.

A comprehensive, multi-faceted commitment to professional treatment services, such as education and social work, remains a high priority at this facility. The delivery of professional treatment services for the long-term offender has become a correctional specialty, differing in theory and practice from those services offered to the intermediate and short-term offender.

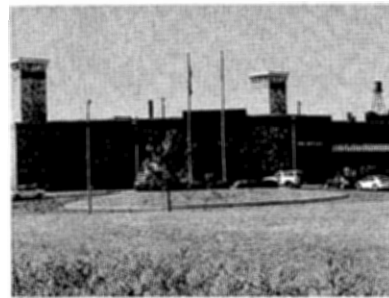
Academic and vocational assessments are available, as are special education study services and such vocational programs as barbering and cosmetology.



Northern State Prison

Newark, New Jersey
973-465-0068

Population as of
December 31, 1999: 2,673



This institution, designed for adult male offenders, provides community service activities for all minimum security inmates. Within the main structure is a Bureau of State Use Industries shop for the production of clothing. The facility also is the site of the Security Threat Group Management Unit, which provides therapeutic treatment to inmates affiliated with gangs, both in and out of prison, that threaten the security of the institution.

Academic and vocational assessments are available, as are special education study services and such vocational programs as computer application and repair, and electrical training.

Riverfront State Prison

Camden, New Jersey
856-225-5700

Population as of
December 31, 1999: 1,135

The institution, which houses adult male offenders, provides such vocational programs as auto service, building service, computer programs, graphic arts and small engine repair through the Camden County Vocational and Technical Institute. A therapeutic Community is provided through the B.R.I.D.G.E. (Beginning Recovery Involving Dedication, Gratitude and Effort) Substance Abuse Program.

Academic and vocational assessments are available, as are special education study services.



Southern State Correctional Facility

Delmont, New Jersey
856-785-1300

Population as of
December 31, 1999: 1,650

When this facility came into operation in 1983, it marked a new concept for the state in two areas. Its entire construction consists of prefabricated units and all inmate housing is in dormitory style as opposed to individual cells.

Academic and vocational assessment are available, as are special education study services and such vocational programs as building, carpentry, graphic arts, masonry, plumbing and welding.

The Department received \$11.1 million in funding in June 1999 for the construction of a 350-minimum security bed unit, a 90,000-square-foot facility to be located adjacent to Southern State.



South Woods State Prison

Bridgeton, New Jersey
856-459-7000

Population as of
December 31, 1999: 3,334



This facility houses male offenders in an environment that provides a wide range of academic and vocational classes that inmates may avail themselves of while incarcerated. The prison also offers a substance abuse treatment program, regional medical clinics, an extended care unit, a dialysis unit and a regional food service that provides thousands of meals per day to all institutions statewide.

Academic and vocational assessment are available, as are special education study services and such vocational programs as auto service, carpentry, computer programming, food service and horticulture.

Community Outreach Programs

The NJDOC provides tours of various facilities to students, law enforcement groups and court groups to educate them on the issues relating to the field of corrections. It also offers the following programs:

Project P.R.I.D.E. (Promoting Responsibility In Drug Education)

Project P.R.I.D.E., initiated in 1998, brings minimum custody offenders, escorted by corrections officers, into 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 positive decision-making skills.

CRYUP (Christ Reaching Youth Using Prisoners)

This program is similar to Project P.R.I.D.E., in that inmates tell their personal stories and the circumstances that led to their incarceration. The program begins with a tour of the facility, then moves to the chapel for the presentation. The youth groups of several area churches participate in the program on an annual basis.

Hispanic Americans for Progress

Hispanic inmates who participate in the program write a quarterly magazine for youth and have developed a video titled "Saving Kids At-Risk." In the video, which is presented as part of a larger presentation by a community agency, inmates discuss the circumstances that

led to their incarceration. The program specifically targets at-risk Hispanic youth.

Scared Straight

The Scared Straight program, which has been in existence for more than 20 years, takes place at East Jersey State Prison, a maximum security facility. Participants must already be involved with a law enforcement agency or the court system. The session begins with a tour of the

facility, followed by an intensive face-to-face session with inmates. Then, each youth has a chance to talk with an inmate, at which time a discussion of choices, decision-making and positive behavior occurs.

The Edna Mahan Correctional Facility for Women offers a similar program, developed by the Lifers' Group, to females who already are involved in the court system or are at-risk. ■



Stabilization and Reintegration Program (S.R.P.) Boot Camp

Assistant Superintendent— George Robinson

On March 18, 1997, the Department of Corrections opened the state's first boot camp for the young adult inmate population. The Youthful Offender Boot Camp Program is operational under the authority of the Department of Corrections as granted in P.L. 1995 Chapter 300, the "The Stabilization and Reintegration Act."

The target population for the program is adult male offenders ages 18 to 30, excluding those convicted of a first-degree crime, kidnapping, robbery, burglary or possession of a weapon. Also excluded are crimes requiring the imposition of a mandatory term of imprisonment without parole eligibility, unless the offender has less than one year of the mandatory portion of the remaining sentence. Offenders must be classified for minimum custody level and assigned to the program by Central Reception Assignment Facility (CRAF). Additionally, offenders must be medically and psychologically clear for program participation.

In keeping with the legislative mandate, the program is a highly comprehensive blend of military structure and discipline, education, work, substance abuse treatment, cognitive skills training and an intensive program of aftercare supervision.



The program consists of three phases: orientation and case management (two months), boot camp (six months), and aftercare (six to nine months).

During the orientation phase, inmates are screened and processed for transition to the boot camp phase. This phase is a rigorous 16-hours-a-day program. Individuals entering this phase are given military-style haircuts and issued a military-style uniform designed specifically for the program. No personal clothing, televisions or radios are allowed in the program. During the boot camp phase, all participants are called cadets rather than inmates. While at the boot camp, cadets are permitted weekly telephone calls and one visit per month.

Cadets who successfully complete the six-month boot camp will likely be issued a Certificate of Parole and enter the aftercare phase. A small number of inmates may have additional time left to complete prior to

being paroled. These cadets may spend more time in the Boot Camp, be released to a residential community release center or MAP bed, or be placed into the Electronic Monitoring Program. The aftercare phase is designed to assist the cadets of the boot camp with their transition from the structured confinement of the boot camp back to their communities. Aftercare/parole staff maintain intensive supervision over the cadets' behavior and hold them accountable to the terms of community release and public laws. ■

Farm Operations

Director—Richard Ciesielski

Farm Operations operates eight dairy and crop farms and six food processing plants statewide. They supply departments, including Corrections, Human Services, Defense and Agriculture, with milk, beef, turkey, pork and vegetable products. The objective of the Farm Operations Revolving Fund, established in 1977, is to offer products to the departments at a savings. The civilian labor force trains and manages approximately 350 inmates, offering employment to inmates in areas such as food processing, farming and product distribution. Farm Operations stresses a strong work ethic and promotes good



work habits, providing programs that have been shown to reduce recidivism. Farm Operations has dairy and crop farms at Albert C. Wagner Youth Correctional Facility, Marlboro Camp, Bayside State Prison, Jones Farm, Skillman Farm, Mountainview Youth Correctional Facility and Grey-stone Park Farm. Processing Plants are located at South Woods State Prison, Riverfront State Prison, Jones Farm, Mountainview Youth Correctional Facility and Bayside State Prison. All Farm Operations are self-supporting and operate without appropriated funds. Annual revenues equal approximately \$8 million, with annual savings of approximately \$1 million in food costs. ■



Community Labor Assistance Program

Director—William Freeman

One of the outstanding programs included in the Division of Operations is the Community Labor Assistance Program. The program consists of nearly 130 separate work crews of inmates. The inmate details are generally 10 inmates, with one correctional officer assigned to each, offering supervision. The details are widely considered the most cost-effective use of manpower in the State of New Jersey to assist non-profit or public entities.

The details offer aid to hospitals, state parks, municipal governments, state and federal agencies and keep New Jersey's roads and beaches clean and free of debris. The program is prepared to accept requests for assistance to perform task specific jobs from any of New Jersey's 566 municipalities. Any public or non-profit entity must simply submit a request to the NJDOC and meet the guidelines for safety and inmate labor.

Perhaps the true value of the Community Labor Assistance Program was best illustrated in 1999, following Hurricane Floyd. Operating under exhausting conditions, the details performed heroically in the face of mass devastation in six different towns

across the state that were impacted by the flood. The Department of Corrections utilized a strategy that allowed the inmates to actually participate in flood relief in residential areas where it was most needed. The bold move allowed inmates to interact with citizens, helping them in their time of need and vulnerability. Furthermore, the experience helped to break down the barriers and prejudices about inmates working in communities.

The Community Labor Assistance Program is made up of nine components: Highway Litter, Highway Beautification, Paying Communities Back, Department of Environmental Protection Clean Shores Program, Community Service Programs, Department of Human Services Details, Parks and Forestry, Municipal Recycling Programs and Education Program.

Offenders who participate in the Community Labor Assistance Program work crews are pooled from various facilities according to the proximity of specific projects. Prior to placement in the community, the offender must meet stringent eligibility criteria. All details are supervised by state correctional officers to ensure public safety.

Clean Shores Program

This program is a cooperative effort between the Department of Corrections and the Department of Environmental Protection to utilize inmate labor for shore protection projects. This program has two details consisting of 20 inmates each; both details are supervised by two correction officers. The program cleans approximately 106 miles of shoreline in more 60 municipalities, including areas overseen by private industries, the State of New Jersey and federal agencies. In the past nine years, the Clean Shores Program has removed 76 million pounds of wood, garbage, medical waste and recyclable items from tidal shorelines. This detail has also installed sand dune fences and planted dune grass along ocean beaches. This program is funded by the sale of shore protection license plates to the public.

Highway Litter Program

The Highway Litter Program is a cooperative effort between the Department of Corrections and the Department of Transportation to utilize inmate labor to remove litter from the sides of the highways throughout the State of New Jersey. The Highway Litter Program has a total of 19 details, each consisting of 20 inmates, supervised by two corrections officers. This program removes litter from approximately 350 miles of New Jersey's highways. In the past year, the Highway Litter Program has removed approximately six million pounds of garbage from highways throughout the state.

Highway Beautification Program

The Highway Beautification Program is also a cooperative effort between the Department of Corrections and the Department of Transportation to

utilize inmate labor to mow and maintain major intersections, on and off ramps, and jughandles throughout the state. The program has a total of 12 details, each consisting of 10 inmates, supervised by one corrections officer. These details mow and maintain approximately 220 sites located on or near State of New Jersey highways.

Paying Communities Back

This program, an initiative from Governor Whitman, is a new work detail specifically directed toward public service projects, including developing safe play areas for children and improving recreational and leisure areas for senior adults. The NJDOC is partnering with other state and local agencies, community groups, business sponsors and non-profit organizations to complete a series of community development projects throughout the state.

Community Service Programs

The Community Service programs, with the assistance and support of Commissioner Terhune, envision the goal of sending details into more than 200 New Jersey communities. The programs will handle job-specific requests, ranging from landscaping to painting to carpentry.

Human Services Developmental Center Programs

These programs have 22 active details performing general maintenance work, janitorial staffing and landscaping for 10 state hospitals and developmental centers. These details enable the institutions serviced to focus staffing needs on patient-related services rather than building and maintenance needs.

Parks and Forestry Programs

These programs have nine active details, which perform general maintenance work, landscaping and carpentry work for five state parks. The details perform work vital to keeping those parks aesthetically pleasing to the public.

Municipal Recycling Programs

These programs have five active details, which act as the recycling crew for five state municipalities. A highlight of the program is the Township of Woodbridge's Office of Recycling Detail. The detail is comprised of one corrections officer and 14 inmates, based on an agreement with the municipality. It operates as the labor force, which handles the recycling for the township. The inmates are actually operating a fully functional recycling facility, complete with baling, sorting and conveyor belt positions. Thus, the programs provide job training.

Education Programs

The Education Programs have eight active details that perform work throughout the state. One detail operates a full-service restaurant, The Mates Inn, which is open to the public and is located on the grounds of the NJDOC Central Office in Trenton. The construction trades details are trained in carpentry, roofing, masonry and plumbing work. A highlight of the program is the Maria H. Katzenbach School for the Deaf detail, which completes general maintenance work at the facility. The detail is also provided with a fully equipped wood working shop, which allow the production of cabinets, bathroom vanities, counter tops and window frames. The detail is also involved in bathroom renovation activity, such as demolition and tile work. Thus, the programs provide job training. ■

Division of Parole and Community Programs

Mission

To enhance public safety and restorative justice for victims, offenders, and the community through the supervision of inmates and parolees assigned to the Division of Parole and Community Programs.

Division of Parole and Community Programs

Assistant Commissioner— Carrie Johnson

The Division of Parole and Community Programs is a professional organization that promotes public safety through parole officers and civilian staff who are highly trained in law enforcement and social integration, to reduce recidivism. The Department has established effective partnerships with public, private and community groups, which enhances respect among colleagues and provides justice for victims and treatment for offenders. In fulfilling its role, the NJDOC provides essential services to help offenders become productive members of society by using effective resources for housing, employment, education and counseling.

Central Office

The Central Office is the administrative unit of the Office of Parole. This unit is concerned with efficiency and effectiveness of operation. Supervisors and coordinators of various programs are responsible for supervising field operations and volunteers.

The administrative staff has the following duties:

- Supports and supervises district offices and their activities
- Operates the Office of Interstate Services
- Coordinates staff training
- Implements innovative projects
- Performs research and evaluation
- Disseminates information to educate the public
- Supervises and audits the Alternative Sanctions Programs
- Develops and implements policy and procedures
- Produces required periodic reports

Goals

- Provide inmates and parolees with assistance in obtaining employment, vocational training, education and, when needed, public assistance.
- Provide inmates and parolees with assistance in overcoming addiction problems, mental health barriers, family difficulties and any other personal or social obstacles that affect community reintegration.
- Maintain short-term risk management of inmates and parolees by monitoring community adjustment and responding to evidence of unsatisfactory progress.
- Provide victim services agencies with information regarding mediation, restitution and safety.
- Maintain a performance-based, results-driven management information system.

- Enforce all sanctions ordered by the courts, paroling authority or administrators.
- Assist offenders to change through comprehensive assessment of needs and appropriate interventions.

District Parole Offices

Director—Kevin McHugh

Thirteen district offices are strategically located in areas of heaviest population with a concentration on particular catchment zones. Activities of district office staff are attendant to the daily supervision of more than 15,000 offenders from New Jersey prisons, correctional institutions, county jails and out-of-state facilities. Services are also provided to inmates whose sentences have expired. Further, district staff complete field functions attendant to the Department's Furlough and Work/Study Release Programs.

Alternative Sanction Programs

Electronic Monitoring Program (EMP)

The Electronic Monitoring Program includes both inmates and parole violators. It provides the most restrictive community-based alternative to incarceration. Curfews are imposed and enforced through a field-monitoring device in the participant's home and an electronic transmitter attached to the parolee's ankle. Inmates and parolees are excluded from the program if their commitment offense involved murder, arson, child abuse, kidnapping or sex offenses. Inmates are also excluded if their commitment offense involved a firearm or aggravated assault. In 1999, the EMP continued its accelerated rate of participant enrollment with 1,355 inmates and 385 parolees entering the program. The EMP Response Team officers continued to meet the demands of enforcing compliance with the after-hours program. When the Division of Parole and Community Programs receives the next generation of electronic monitoring equipment in Year 2000, the enhancements will raise the effectiveness of program supervision and assist the parole officers in the utilization of the technology.

High Impact Diversion Program (HIDP)

The purpose of the High Impact Diversion Program is to provide a high level of supervision for parole violators whose parole would otherwise have been revoked. Public safety, the primary goal of HIDP, is achieved through an intermediate level of punishment and control. In 1999, the program was expanded from 300 to 700 participants.

Intensive Supervision/Surveillance Program (ISSP)

The Intensive Supervision/Surveillance Program remains the most utilized alternative sanction program in the division. In 1999, the number of participants increased from 950 to 1,425 participants. Referrals from the State Parole Board and the district offices have established a significant backlog of these "high risk/high needs" offenders to be placed in the program. ISSP officers to continue provide intensive supervision to all out-of-state cases for their first 90 days on parole in New Jersey. There are 57 senior parole officers assigned to the program statewide.

Sex Offender Surveillance/Recovery Unit (SOSRU)

The Sex Offender Surveillance/Recovery Unit supplements the fieldwork of the regularly assigned caseload officer in the district. The SOSRU officers provide off-hour surveillance of the identified sex

offenders in their particular region and respond to special assignments from the districts. The SOSRU staff assists with community registration, location of absconded sex offenders, and enforcement of warrants. Expanded responsibilities are being considered as public concern regarding sex offenders increases.

Day Reporting Centers (DRC)

The Department of Corrections contracts with eight private providers who operate Day Reporting Centers, each consisting of 50 slots for parolees. Day Reporting Centers will operate seven days a week, eight to 10 hours a day. The Department will designate, as liaison to each of these centers, a parole officer who will have a caseload responsibility for the parolees at each location. The total number of parolees at the DRCs is 420. The total number of those who participated in 1999 is 1,701.

Continued on next page...

Office of Interstate Services FY99 Statistical Report

1. Parole Compact Cases

NJ pre-paroles processed	399
O/S pre-paroles processed	301
New Jersey compact warrants filed	51
Out-of-state compact warrants filed	10

2. Corrections Compact

New Jersey applications processed	50
O/S applications processed	47
Number of active contracts	24
Clients in New Jersey system	58
Clients in O/S system	52
Clients in Federal system	5
Clients in International system	1

3. Serving Time Other States

Cases opened	227
Cases closed	197
Number paroled	93
Total STOS caseload	365

4. Parole National Case Movement Statistics

Out-of-state clients in NJ	260
NJ clients in other states	559

5. Extradition Cases

Requested	78
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6. Fugitive Warrants

Warrants filed	488
Returns authorized	464

7. Escapees

UFAC Warrants filed	1
Escape packages received & processed	34

8. Interstate Agreement on Detainers

Forms processed	309
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Office of Interstate Services

Office—Chief Richard McKenna

The Office of Interstate Services has the primary responsibility of administering all matters under the interstate parole compacts and the interstate correction compact. In addition, the unit is involved in related or ancillary tasks in the following areas:

- The Interstate Agreement on Detainers
- Extradition (fugitives and escapees)
- Inmates serving time out-of-state who are also serving a New Jersey sentence
- The Federal Witness Protection Program
- Pardon and clemency
- International treaties

The process of reviewing cases for the transfer out-of-state inmates has been assisted by the receipt of an Attorney General's Opinion Re: 99-0085, which allows for New Jersey to send the proposed transfer package to the out-of-state office before the inmate has had a parole hearing and final approval has been granted by the Parole Board. This will allow for the board to decide on approval of an out-of-state plan at the time it makes the parole decision and not have the case put on hold pending the investigation by the receiving state. There has been a national movement led by NIC to overhaul the current Interstate Compact for the Supervision of Parolees and Probationers. This initiative will serve to put changes into the way the current compact is administered.

Office of Community Programs

Director—Diane Zompa

The Department of Corrections contracts with private and non-private agencies throughout the state that provide various residential community release services. These facilities and services are monitored by the Department's Bureau of Contract Administration. All new contract facility staff receive training from the Department's Bureau of Contract Administration. All new facility staff receive training from the Department of Corrections in inmate accountability, disciplinary report writing, urine monitoring and other appropriate training areas.

The Residential Community Release Programs (RCRP) provide a variety of counseling and employment services that enable participants to reintegrate gradually into the community. The purpose of the RCRPs is to reintegrate eligible offenders into the community through a structured purpose.

Currently, the Department contracts with more than 20 residential community programs, including numerous pre-release-oriented programs and residential substance abuse programs that focus on sobriety and group dynamics. One hospice program for HIV-positive persons provides close medical monitoring and group counseling. Approximately 2,147 RCRP beds are currently under contract with the Department. The various services provided by these facilities account for about three percent of the beds for HIV patients, 70 percent of substance abuse

treatment, and 27 percent of pre-release services. In 1999, two new RCRPs were opened: Hope Hall and Kintock House.

On April 1, 1999, the Albert "Bo" Robinson Residential Community Release Program was converted into the Albert "Bo" Robinson Education and Training Center, which functions as an assessment and treatment facility for inmates who will be transitioned to a residential community release program. This program, together with Talbot

Hall in Kearny, assesses inmate needs using a variety of testing instruments in addition to therapeutic interventions prior to transitioning resident/inmates to a residential community release program (RCRP), where they remain for the duration of their sentence. As most RCRP residents will be paroled to the community, links between the potential parolee and the parole officer are established to insure a smooth transition from the RCRP to parole status. ■



Substance Abuse Programs

Of the 31,000 inmates incarcerated in the New Jersey State Prison system, 65 percent have some level of substance abuse.

Approximately 80 percent of the inmates in New Jersey are incarcerated directly or indirectly as a result of addictive disorders. Forty percent of those in the total offender population are chronic substance abusers. The Department's mission is to provide sound and effective programs.

Talbot Hall— Assessment and Evaluation Program

The opening of Talbot Hall was an initiative to enhance the screening process and achieve a higher level of public safety. Talbot Hall, a privately operated facility under contract with the Department, was opened in April 1998 as an evaluation and assessment center. All inmates considered for halfway house placement are evaluated at this 500-bed facility before transfer. Some inmates are moved to residential community release programs, some are recommended for further evaluation and treatment at Talbot Hall, and others are returned to one of the NJDOC prison facilities.

This intensive evaluation process was a significant change for the Department of Corrections. The Classification Committee continues to consider such traditional factors as criminal history, instant criminal offense, institutional behavior and programmatic progress while incarcerated. The battery of tests administered during this three- to six-month process was a first not only for New Jersey, but for the profession. It provides a more accurate assessment of how

inmates will respond to community placement or parole supervision by evaluating certain probability factors, which have been nationally tested, such as severity of addiction, likelihood of recidivism and levels of aggressive behavior. Hundreds of inmates, including other first- and second-degree offenders, have since completed the process and transferred to other facilities or have been released to parole supervision. In fact, the entire admission process was amended in April as part of this new modality of classification. All new commitments received at the Central Reception and Assignment Facility in Trenton complete a series of evaluation tests, and those results are used to determine initial placement in the system. While assigned to Talbot Hall, inmates are not eligible to participate in work release or furloughs, and access to the community is restricted.

Hope Hall

Hope Hall, located in Camden, is a 125-bed residential pre-release treatment program that opened in August 1999 to provide interventions from a social learning theory perspective. The program utilizes cognitive and behavioral training to address addictive behaviors of its residents.

The types of programming utilized at Hope Hall include Reasoning and Rehabilitation, SMART Recovery, Offender Substance Abuse Pre-Release Program, adult basic education and GED preparation, anger management and life skills.

Kintock House

The Kintock House opened in December 1999 in Bridgeton,

part of the Kintock Organization, which provides services essential to efficiently run residential community release programs. The organization has been a good neighbor by providing communities with the leadership and manpower to improve inner-city environments within the proximity of Kintock's diversified programs. With the opening of the Bridgeton facility, 210 beds will be added to Kintock's operations in New Jersey, which include Newark, New Brunswick and Irvington.

Mutual Agreement Program (MAP)

MAP is a cooperative initiative among the Department of Corrections, the Department of Health and Residential Community-Based Substance Abuse Treatment Facilities throughout New Jersey. MAP consists of 14 agencies whose emphasis is on placing drug/alcohol-addicted inmates in drug treatment in the community. The focus is on intensive treatment in a therapeutic environment.

Inmates are funneled through two systems: institution-based therapeutic communities/drug treatment programs and direct referrals from the New Jersey State Parole Board. Inmates must meet some stringent requirements, of which eligibility for minimum security is foremost. Medical clearance, psychological evaluation, institutional adjustment, a drug/alcohol abuse history and parole eligibility criteria are also important factors that determine an inmate's release to a MAP facility. ■

Therapeutic Communities Institutional Drug Treatment Programs

The Department of Corrections has had substance abuse treatment within its institutions in some form or another for more than a decade. Treatment often took the form of educational programs, behavior modification, Alcoholic Anonymous meetings, Narcotics Anonymous meetings and outside guest speakers. In 1989, the Bureau of Community & Professional Services, currently known as the Office of Drug Program Operations, wrote a federal grant for the first adult male institutional substance abuse treatment program. This program known as P.I.E.R. (Persons Incarcerated Entering Recovery), was to be based on the modified Therapeutic Community concept and provided treatment to 90 adult male inmates since March 1990.

Since then, the concept of modified Therapeutic Community Programs has been embraced throughout the nation as the best method of treatment for the incarcerated population. This concept basically allows all residents to help each other in their recovery through individual counseling, group counseling, 12-step recovery and staff supervision in a community atmosphere. These programs provide the addicted offender with the tools necessary to lead a healthy, crime-free and drug-free lifestyle. As a result, this becomes the first part of the Department of Corrections' "Continuum of Care" concept to substance abuse treatment.

The "Continuum of Care" concept allows for prison-based treatment at any of seven

Therapeutic Community Programs, followed by assessment and treatment at a Pre-release Assessment Center, state-licensed community-based treatment program and paroled to an Intensive Parole Drug Program with a specialty parole officer. Through each step in the "Continuum of Care" process, each inmate that completes the prison-based treatment will have a case manager from the Office of Drug Program Operations to aid in full and successful recovery.

As of January 2000, the Department of Corrections has 1,271 treatment beds for addicted offenders. These beds take the form of seven prison-

based Therapeutic Community Programs located at five different institutions.

Institutional Drug Treatment Programs

Ackerman Program

The Ackerman Program, established circa 1990, is located at Edna Mahan Correctional Facility for Women in Clinton. The program is the only institutional substance abuse treatment program strictly for women and is currently operated by a private service provider. Institutionally treatment usually lasts nine to 12 months. As of December 1999, 66 women completed the program.

Continued on next page...

Number of Therapeutic Community Program Beds as of December 1999

<i>Institution</i>	<i>Occupancy</i>	<i>Program</i>
E.M.C.F.	60 Beds	ACKERMAN Program
R.F.S.P.	117 Beds	B.R.I.D.G.E. Program
S.S.C.F.	90 Beds	P.I.E.R. Program
G.S.C.F.	160 Beds	No Return Program
G.S.C.F.	188 Beds	First Step Program
G.S.C.F.	160 Beds	Community
S.W.S.P.	496 Beds	NuWay Program (4 Units)

Total T.C. Programs: 1,271 Beds as of December 1999.

P.I.E.R. Program— Persons Incarcerated Entering Recovery

The P.I.E.R. Program, established in March 1990, was launched through a federal grant from the Bureau of Justice Assistance under the Department of Justice in Washington, D.C. This grant provided substance abuse treatment services to 90 male inmates at Southern State Correctional Facility in Delmont. It was the first adult male modified prison-based Therapeutic Community in NJDOC. As of December 1999, 55 participants completed the program.

B.R.I.D.G.E. Program— Beginning Recovery Involving Dedication Gratitude & Effort

The B.R.I.D.G.E. Program was launched through a federal grant from the Bureau of Justice Assistance under the Department of Justice in Washington, D.C. This grant began in April 1992 to provide substance abuse treatment services to 117 male inmates located at Riverfront State Prison in Camden. As of December 1999, 41 inmates completed the program.

No Return Program

The No Return Program was launched through a federal grant from the Bureau of Justice Assistance under the Department of Justice in Washington, D.C. The program was supposed to begin in the summer of 1995, but due to extensive bureaucratic problems, it was not actualized until November 1996. Like previous substance abuse treatment programs, the No Return Program was to provide a prison-based modified Therapeutic Community Program modality of treatment to 100 adult male inmates at Northern

State Prison in Newark. As of April 1998, in an effort to restructure the number of substance abuse programs in a more efficient manner, the No Return Program residents were moved from Northern State Prison and merged with another prison-based TC Program at Garden State Youth Correctional Facility in Yardville. As a result, the No Return Program gained 60 more residents and now has 160 treatment beds. As of December 1999, 122 inmates completed the program.

First Step Program

The First Step Program, established in 1997, was launched through a federal grant from the Bureau of Justice Assistance under the Department of Justice in Washington, D.C. The First Step Program provides a prison-based modified Therapeutic Community Program modality of treatment to 188 male inmates at Garden State Youth Correctional Facility in Yardville. Like the other therapeutic community programs, treatment duration is nine to 12 months, followed by a continuum of care that provides structured community re-integration once inmates complete the program. As of December 1999, 141 inmates completed the program.

Specialized Treatment Intensive Prevention Program

The Specialized Treatment Intensive Prevention Program, which was called the Community Readjustment Unit until December 1999, was established in October 1997 as a project under the Assistant Commissioner's Office in cooperation with the New Jersey State Parole Board. It was given a new name in order to accommodate abuse treatment to Zero Tolerance offenders. Its original goal was to

provide substance abuse treatment to individuals who were returned from the community with a substance abuse related offense/charge. By completing this intensive six-to-nine-month program, these individuals would then be released to appropriate community setting for further treatment. It was operated by a private service provider as a prison-based modified Therapeutic Community Program modality of treatment to 160 male inmates at Garden State Youth Correctional Facility in Yardville. As of December 1999, 107 participants completed the program.

NuWay Program

The NuWay Program, established in 1997, is the newest and largest institutional drug treatment program in the state of New Jersey. The program has a total treatment capacity of 496 adult male inmates and is currently operated by a private service provider. The NuWay Program was launched through a federal grant from the Bureau of Justice Assistance under the Department of Justice in Washington, D.C. Due to the large capacity of inmates being treated, the NuWay Program has been implemented in a series of phases. As of January 1999, all four housing units were filled to capacity and all treatment programming was implemented. As of December 1999, 328 inmates completed the program. ■



New Jersey

Facilities:

- 1** Garden State Reception and Youth Correctional Facility, Yardville
- 2** Mountainview Youth Correctional Facility, Annandale
- 3** Albert C. Wagner Youth Correctional Facility, Bordentown
- 4** Mid-State Correctional Facility, Wrightstown
- 5** Edna Mahan Correctional Facility for Women, Clinton
- 6** New Jersey State Prison, Trenton
- 7** Bayside State Prison, Leesburg
- 8** East Jersey State Prison, Rahway
- 9** Adult Diagnostic and Treatment Center, Avenel
- 10** Southern State Correctional Facility, Delmont
- 11** Riverfront State Prison, Camden
- 12** Northern State Prison, Newark
- 13** Central Reception and Assignment Facility, Trenton
- 14** South Woods State Prison, Bridgeton
- 15** SRP Boot Camp
- 16** Sea Girt Correctional Training Academy
- 17** Central Office

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