

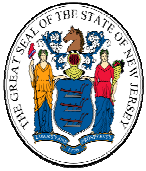
State of New Jersey Department of Corrections



ANNUAL REPORT 2014

Gary M. Lanigan
Commissioner



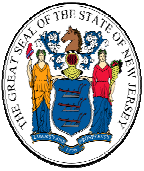


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Message from Commissioner Gary M. Lanigan

The New Jersey Department of Corrections has long been considered among the most efficient law enforcement agencies in the nation. Through the implementation of a wide array of initiatives, once again, we strengthened our reputation in 2014.

We proudly heed Governor Chris Christie's call to find innovative ways to deliver services and enhance public safety as effectively and efficiently as possible. Our successes can be attributed to diligent planning, forward thinking and the utilization of programs and services that enable inmates to acquire and develop the necessary skills to ultimately become productive, law-abiding members of their communities.

This report highlights many of those accomplishments and provides insight into a complex and ever-evolving system designed to meet the challenges of modern correctional management.



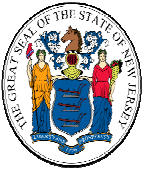
Commissioner Gary M. Lanigan

None of this would be possible without the immeasurable contributions of our outstanding staff, both civilian and custody. These men and women share our vision of a proactive law enforcement agency and dedicate themselves to helping us attain our objectives.

The New Jersey Department of Corrections will continue to maintain the highest standards, while continually setting new and innovative goals in order to remain a model correctional agency.

Together, we will continue to make a positive difference.

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



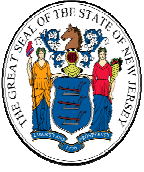
Taking a Look Back on 2014

The New Jersey Department of Corrections continued to set an example as a leader in the law enforcement community. Here are some of the department's most significant accomplishments of 2014:

- In 2014, governors across the country were required to certify full compliance with the Prison Rape Elimination Act (PREA) standards or face financial penalties. New Jersey was one of only two states to certify full compliance. A comprehensive independent audit validated New Jersey's certification.
- The NJDOC saw a 7% reduction in overtime hours worked by custody staff, with 594,000 hours worked in 2014 compared to 637,000 hours in 2013.
- The department moved to the phase of the mandatory education legislation stipulating that inmates within 10 years of their release dates should be reading at a 12th-grade level. The average monthly enrollment was 2,171 inmates, a 38% increase from 2013.
- The NJDOC continues to be successful in preparing inmates for the GED exam. In 2014, the pass rate for offenders was 74%.
- During a ceremony held October 7 at Edna Mahan Correctional Facility for Women, 14 offenders received an associate degree from Raritan Valley Community College. The graduates earned their degrees through New Jersey Scholarship and Transformative Education in Prisons, or NJ-STEP, which offers access to higher education to qualified incarcerated individuals, with funding provided by private donors.
- THE NJDOC partnered with the Department of Human Services to develop a protocol to ensure the inmates are enrolled in Medicaid upon their release from prison. Having access to healthcare services is an essential component to successful reentry into the community.
- The NJDOC continues to offer programs focusing on inmate reentry. These programs focus on emotional wellness and being responsible individuals once released from prison. They also provide greater access to vital services. Programs include Cage Your Rage (CYR), Successful Transition and Reentry Services (STARS), Helping Offenders Parent Effectively (HOPE), Thinking for a Change (T4C), Successful Employment and Lawful Living (SEALL) and Family Reunification and Transition (FRAT).



Stephen D'Ilio (left), administrator of New Jersey State Prison, converses with Alfred Kandell, administrator of Mountainview Youth Correctional Facility.



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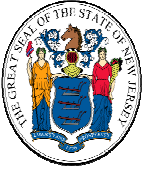
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- In New Jersey, the number of inmates returning to state prison within three years of being released is 32 percent, which is significantly below the national average of 43.3%
- The department successfully transferred inmates who had been housed at Mid-State Correctional Facility, which closed in June 2014 for renovations, into other prisons. Facility renovations are scheduled for completion in 2016.
- Telemedicine continues to produce cost savings, as some 150 telemedicine sessions take place each month. According to departmental data, telemedicine has saved hundreds of thousands of dollars in manpower and transportation costs.
- The NJDOC entered into a contract with JPay Inc. to provide automated services to inmates through kiosks. The kiosks will provide the NJDOC with a modern vehicle to enhance inmates' interactions with family contacts, which are important to the reentry process. Services provided by JPay include banking services, grievance reporting, e-mail, music purchases, commissary ordering and video visitation.
- Deputy Commissioner Mark Farsi participated in the prestigious Executive Leaders Program at the Naval Postgraduate School's Center of Homeland Defense and Security in Monterey, Calif. The program is designed to enhance the capacity of senior leaders to develop policies and strategies while strengthening working relationships across jurisdictional boundaries of regions, agencies, government entities and the private sector. The Deputy Commissioner was the first department of corrections official in the nation to take part in the program.
- Eleven NJDOC Crisis Negotiation team members were selected to assist the U.S. Department of Justice at the FBI's Crisis Negotiation training session, held at the Ocean County Police Academy.
- The NJDOC's Special Operations Group (SOG) hosted a multi-hazard response drill at the former Arthur Brisbane Child Treatment Center that included federal, state, county and municipal agencies. The exercise demonstrated how the various agencies can work independently and with one another to effectively respond to emergency situations.
- The department was a key player in providing security for the Super Bowl. The Detect and Render Safe Task Force used NJDOC canines to perform explosive sweeps at various venues. The Special Operations Response Team and Canine Unit were deployed during the Opening Ceremonies in Liberty State Park. SOG,



Deputy Commissioner Mark Farsi (front row, far left) joins other participants in the prestigious Executive Leaders Program.



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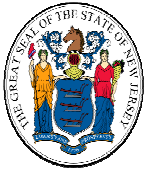
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- Correctional Staff Training Academy, Central Transportation Unit and Special Investigations Division assisted New Jersey Transit Police in providing security for rail lines across the state. On game day, SOG worked with the State Police, while maintaining close contact with the Regional Operation Intelligence Center and the Public Safety Compound.
- In June 2014, the national Special Olympics Summer Games were held in various locations in and around Mercer County, and large numbers of volunteers from the NJDOC staff were involved in virtually every aspect of the proceedings. In addition to a visible presence at the games, NJDOC volunteers continued to support the Special Olympics in a variety of ways throughout the year, including the annual Torch Run and the Polar Bear Plunge, during which participants chill out with an ocean swim in the middle of the winter.
 - The NJDOC took part in the cleanup of an estimated 800,000 dead fish from the Shark River in Monmouth County, providing minimum custody inmates to assist in the multi-agency effort.



Sgt. Beth Westrich of the Adult Diagnostic and Treatment Center meets with medalists during the national Special Olympics Summer Games.



NEW JERSEY DEPARTMENT OF CORRECTIONS
MISSION STATEMENT

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

The New Jersey Department of Corrections is organized into three separate divisions:

Administration

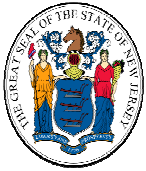
The Division of Administration is responsible for managing the department's \$969 million budget. Roughly 22,000 individuals are under NJDOC jurisdiction in state correctional institutions, county jails and halfway houses. The division provides administrative services to support the departmental mission in major areas such as budget and fiscal management, procurement, internal auditing and information systems.

Operations

The Division of Operations is responsible for 13 major institutions – eight adult male correctional facilities, three youth correctional facilities, one women's correctional institution and a central reception/intake unit. These facilities collectively house inmates in minimum, medium and maximum security levels. They are diverse and unique in their operations. For example, New Jersey State Prison is the state's only facility in which all inmates are classified as maximum security. The Adult Diagnostic and Treatment Center operates corrections' rehabilitative programs for habitual sex offenders. The offender population at Edna Mahan Correctional Facility for Women is comprised of females at all levels of security.

Programs and Community Services

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



OFFICE OF THE COMMISSIONER

Office of Legal & Regulatory Affairs

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

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

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



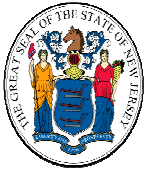
Americans with Disabilities Act (ADA) Unit - The ADA coordinator reviews grievances from staff and inmates and ensures that the NJDOC is in compliance with the federal ADA and the New Jersey Law Against Discrimination regarding disabilities. The ADA coordinator advises on all disability-related matters.

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

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



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



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

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

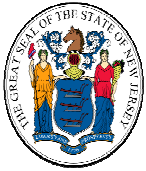


Melinda Haley, director of the Office of Legal Affairs, meets with John Falvey, legal specialist.

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

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

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



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

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

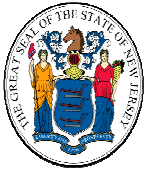
The ethics section of the EED serves as the liaison between the NJDOC and the SEC. The ethics staff is responsible for approving requests and maintaining records involving Outside Activity/Secondary Employment and Attendance at Events. The ethics staff is responsible for conducting investigations into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

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

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

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

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



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

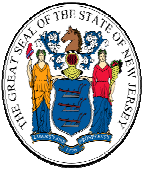
Legal Affairs and Training Unit – This unit represents the NJDOC before the Office of Administrative Law on appeals of major disciplinary actions and releases at the end of working test periods that have been appealed to the Civil Service Commission. The unit assists Deputy Attorneys General in preparing matters involving employee removals. In addition, the unit is charged with representing the department at all grievance arbitrations, other-interest arbitrations, unfair labor practice charges before the Public Employment Relations Commission, the Joint Union Management Panel and in the Alternate Dispute Resolution Process. The unit provides training to departmental staff in areas such as Hearing Officer Training, Management Representation, Dealing with Problem Employees, appearing before the Office of Administrative Law and other topics on an as-needed basis. Furthermore, the unit staffs the Legal Services coordinator who is responsible to provide annual “Access to the Courts” training to inmate paralegals at each facility, as required by the New Jersey Administrative Code.

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

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

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

- *Drug Interdiction Unit* – This unit employs a computerized drug detection machine to collect and analyze microscopic particles of up to 15 narcotics and up to one-billionth of a gram. Along with the obvious deterrent to drug activity, the NJDOC has made numerous seizures of controlled dangerous substances and witnessed a significant decrease in drug-related inmate disciplinary charges.



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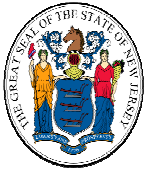
- *Intelligence Unit* – This unit is nationally recognized as a leader in correctional gang intelligence. In fact, investigators assigned to the Intelligence Unit have provided gang identification training to thousands of law enforcement professionals in New Jersey and many other states.
- *Fugitive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



Special Investigations Division leadership includes Chief Investigator Manuel Alfonso (left) and Assistant Chief Investigator Ellis Allen.

Office of Public Information

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



OFFICE OF THE CHIEF OF STAFF

Fleet Management Unit

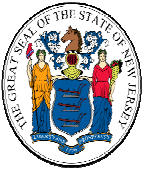
The Fleet Management Unit (FMU) serves as a liaison between the NJDOC and Department of the Treasury, Bureau of Transportation Services, to ensure that all departmental vehicles are receiving proper repairs at all repair facilities. All correspondence between the two departments relating to vehicle operations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

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

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



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



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Office of Human Resources

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

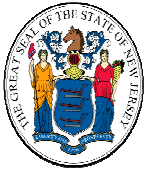
The office's primary mission is to plan, develop and implement the department's human resources programs, which include classification and organizational analysis, personnel and payroll administration, recruitment, employee benefits, position management, and wage and salary administration. The Office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

The Office of Human Resources fosters an environment that encourages employees to build work and interpersonal skills with the goal of continually improving job performance to offer quality services to inmates and the public. In the event it becomes necessary, Human Resources staff oversees pre-layoff and reduction-in-force layoff planning. Additionally, staff develops an active plan for monitoring sick leave and conducts post audits of the department's leave of absence program at each facility. The office also implements training programs concerning personnel issues and timekeeping procedures, and ensures training compliance through periodic personnel, payroll, time and attendance audits.



Secretarial Assistant Bonnie Lutz of the Office of Human Resources works on her computer.

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



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Office of Training

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

In order to qualify for admission into the Correctional Staff Training Academy, applicants must complete a four-phase pre-employment process that includes a background investigation, and physical and psychological examination.

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

Legislation obligates the Police Training Commission to approve the state basic curriculum and county officer recruit training programs as well as firearms training programs.

The Office of Training has codified and standardized the curriculum and expanded the content and duration of the basic training. After completing the required courses, each officer receives a basic training diploma from the NJDOC and receives certification from the Police Training Commission.

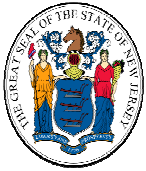


Preparing to graduate are members of Correctional Staff Training Academy, Class 232.

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

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

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



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The following units comprise the Office of Training:

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

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

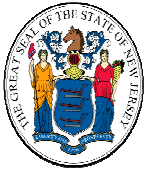
Custody Recruitment Unit (CRU) – This unit is responsible for the recruitment, investigation and recommendation of future correction officers. CRU staff members visit high schools, colleges and job fairs throughout the state to promote career opportunities within the NJDOC.

Office of Policy and Planning

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

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

Prison Rape Elimination Act (PREA) Compliance Unit – This unit ensures the NJDOC is compliant with the Prison Rape Elimination Act of 2003 (PREA). This is accomplished through the development, review and revision of internal policies and management procedures that govern the detection, prevention, response and enforcement of a zero tolerance prison sexual assault policy.



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

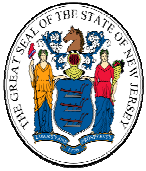
Policy Analysis and Planning (PA&P) Unit – The PA&P Unit analyzes the impact of proposed legislation that may affect inmate population growth, departmental budgetary needs and NJDOC capital needs. The PA&P Unit also prepares the annual offender characteristics report, which is posted on the NJDOC Web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

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

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



Jennifer Malinowski, director of Policy and Planning, verifies information.

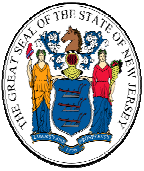


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<u>Program/Project Name</u>	<u>Funding Source</u>	<u>Award Amount</u>
NEW GRANT AWARDS		
State Criminal Alien Assistance Program (SCAAP)	Bureau of Justice Assistance	\$2,694,822
FEMA Public Assistance Funding - Hurricane Sandy	Federal Emergency Management Agency	\$863,504
Audio Visual Forensics	Homeland Security	\$14,799
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$506,271
Total New Awards		\$4,079,396
CONTINUATION GRANT AWARDS		
Residential Substance Abuse Treatment-No Return I	Bureau of Justice Assistance	\$46,222
FY2015 Social Services Block Grant	Department of Health & Human Services	\$89,177
Adult Basic Skills	Department of Education	\$908,330
Carl Perkins Vocational	Department of Education	\$156,368
Individuals with Disabilities Act	Department of Education	\$207,214
No Child Left Behind Act	Department of Education	\$257,890
STOP Violence Against Women	Office on Violence Against Women	\$76,000
Community-Centered Responsible Fatherhood Reentry	Department of Health & Human Services	\$1,039,049
Total Continuation Awards		\$2,780,250
PENDING GRANT AWARDS a/o 1/01/15		
Justice Assistance Grant - DOC Live Scan Systems	Bureau of Justice Assistance	\$60,000
FEMA Sub-grant Severe Storm DR4070 PA	Federal Emergency Management Agency	\$9,583
FY2015 Responsible Parenting Program	Department of Health & Human Services	\$405,820
Total Pending Awards		\$475,403
TOTAL GRANT AWARDS		\$7,335,049



DIVISION OF ADMINISTRATION

Office of Financial Management

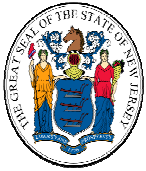
The Office of Financial Management identifies current and future NJDOC fiscal needs and resources, along with planning, directing and monitoring the expenditure of available funds.

The office is comprised of the following bureaus/units:

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

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

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



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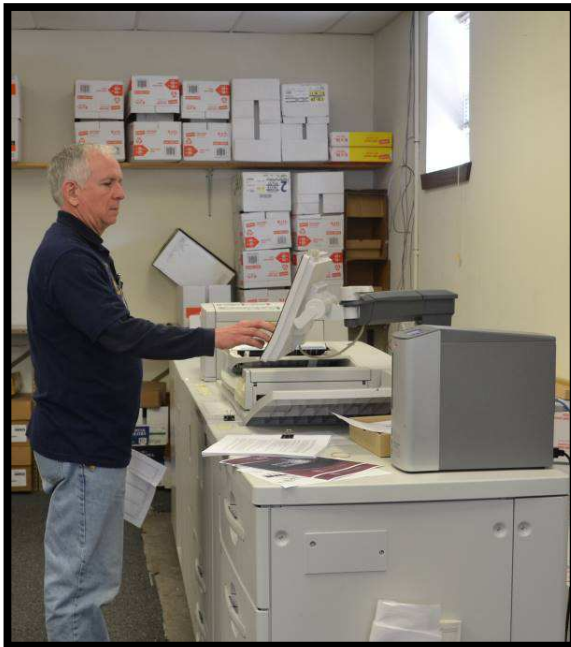
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The Bureau of Auditing also performs audits of the department's revolving funds, reviews all OMB A-133 Single Audits, maintains the department's Land and Building Asset Management (LBAM) system and coordinates the completion of the annual internal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

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

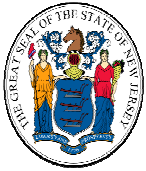
Institutional Operations Bureau – The bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls for the business offices in all the institutions. This includes the fiduciary responsibility for all financial information related to inmate accounts. The business offices process inmate payrolls, transact deposits and remits to and from inmate accounts, maintain commissary inventory



Store Keeper Victor Babecki is a member of the Administrative Services Unit, which is part of the Bureau of Procurement and Contract Management.

and account for the merchandise distributed to the inmate population. In addition, the bureau manages the Central Office Revenue Unit. This unit is responsible for processing the revenues collected from offenders for court-imposed fines, penalties and restitution.

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



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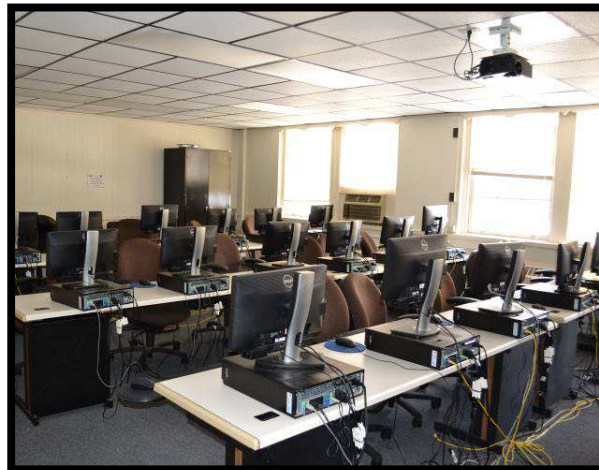
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Office of Information Technology

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

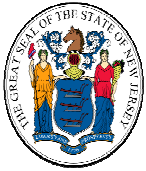
Department of Corrections Management Information System (DOCMIS) consists of two major components: the Correctional Management Information System (CMIS) and the Department of Corrections Network (DOCNet). CMIS includes an offender management system, an electronic medical record application, a custody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



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

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

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



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Bureau of State Use Industries

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

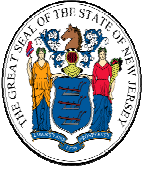
The bureau is responsible for overall planning, selection of products, management of materials and equipment, coordination of processes, distribution of products and provision of technical consultation and services. The State Use Industries program is administered without appropriated funding and is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

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

DEPTCOR operates 21 shops and offices employing approximately 1,000 inmates from nine state correctional facilities. A wide range of products, including baked goods, bedding, clothing, concrete products, ergonomics products, furniture, license plates, metal fabrication, printing and graphics, and signage are manufactured in the industrial operations under the DEPTCOR label, and they are sold only to tax-supported agencies, institutions and units of state, county and municipal governments.

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

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



DIVISION OF OPERATIONS

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

AgriIndustries

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

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

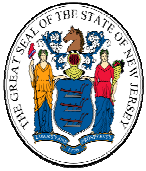
AgriIndustries has meat and produce processing plants at South Woods State Prison. The meat plant produces an array of items, which include but are not limited to ground beef, hamburger patties, meat loaf, minute steaks, and poultry and pork products. The produce plant prepares packaged salads and processes fruits and vegetables for the regional production kitchen at South Woods State Prison as components for daily meals. Also, through interaction with the Department of Agriculture on the Jersey Fresh program, AgriIndustries utilizes a waiver to purchase overproduced or undervalued products for institutional menus.

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

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

Capital Planning and Construction Unit

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



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The unit also assists with the budget for presentation to the New Jersey Commission on Capital Budgeting and Planning, and reflects the new and/or additional funding needs of the department for capital projects. In addition, it also is responsible for prioritizing the capital needs for each of the correctional facilities.

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

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

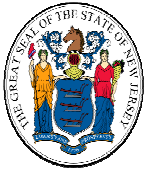
Central Medical/Transportation Unit

Central Transportation Unit (CTU) –The CTU mission is the safe and secure intrastate transportation of state-sentenced inmates housed in state adult correctional facilities. The CTU main office is located on the grounds of the NJDOC Central Office, and the CTU has seven satellite units, which are located at Bayside State Prison, South Woods State Prison, East Jersey State Prison, Northern State Prison, Mountainview Youth Correctional Facility, Albert C. Wagner Youth Correctional Facility and Mid-State Correctional Facility Annex. In addition, the unit has two holding cells, one at St. Francis Medical Center and one at Garden State Youth Correctional Facility.

Central Transportation logs an average of 150,000 miles per month transporting an average number of 4,800 inmates per month for court appearances and remand returns from court; medical appointments; inter-institutional transfers (transfers from state-to-state facilities); halfway house placements (state facility to assessment center and assessment center to halfway house); transfers of state-committed inmates from county jails into the state system;



Senior Correction Officer Steve Hernandez of the Central Transportation Unit takes a call.



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

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

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

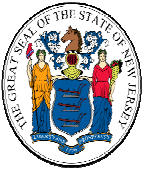
The NJDOC has obtained remand agreements with 18 of the 21 counties, wherein inmates are remanded to the temporary custody of the county sheriff until completion of the court appearance, at which time Central Transportation returns the inmate to his/her respective state correctional facility.

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

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

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

Inmate Labor Program – The program is responsible for providing inmate labor support to municipalities, governmental agencies and community-based non-profit organizations. Both state and municipal government agencies utilize inmate labor support in an effort to



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reduce operational costs and save tax dollars. Approximately three dozen labor teams provide service, five days a week, to a majority of New Jersey counties statewide.



Officials in Stone Harbor utilized the Inmate Labor Program to prepare the town's historic bird sanctuary for the summer vacation season.

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

In 2014, seven details from various institutions were assigned as needed daily (Monday-Friday) to provide landscaping, janitorial work and complete special projects for the DHS developmental centers. In addition, 13 details from various institutions are assigned daily

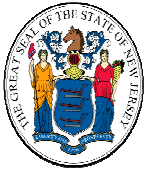
(Monday-Friday) to provide landscaping, janitorial work and complete special projects for various institutions/facilities within the NJDOC. Details from Bayside State Prison and/or Garden State Youth Correctional Facility were assigned to the EPA Clean Shores detail, as needed.

Twenty-three details from the various institutions were assigned as needed daily (Monday-Friday) to provide support to the DOT in maintaining highway litter cleanup and close cut landscaping. A total of 73,096 bags of litter were collected during the calendar year. Also, an average of 10 other special details per month were deployed to provide cleanup service to the following locations: Lebanon State Police Barracks, State Police Memorial in West Trenton, Shark River detail in Neptune and Upper Deerfield Harvest Festival.

Central Operations Desk (COD)

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

The COD is the NJDOC's centralized communications center that coordinates the recording and notifications of all unusual departmental incidents 24 hours per day, seven



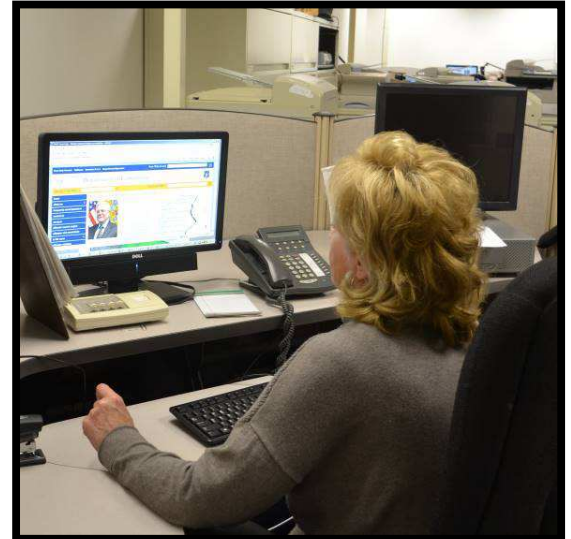
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days per week. As the COD receives and logs information about significant events, it reports each incident through the chain of command and serves as the liaison between Central Office and the NJDOC facilities.

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



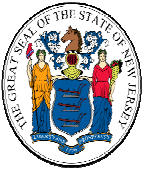
Senior Communications Operator Kathleen Tilton verifies information on the NJDOC Web site.

Classification Support & Training/Auditing Units

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

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

Training/Auditing Unit – This unit provides formalized training to all existing and new classification staff members, and issues annual training updates relating to new laws and regulations that impact on the classification of the state's inmates. Two training phases



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have been created to establish operational uniformity and standardization of classification processes at all facilities. All staff members who successfully complete each training phase are certified in performing tasks associated with the training topics.

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

Additional Sentence Unit – The Classification Services Unit established the Additional Sentence Unit at Central Office to demonstrate priority of the classification processes and on meeting all statutory and administrative requirements. This unit centrally processes additional and amended sentences and provides updated calculations for the institutional classification departments to review. The Additional Sentence Unit ensures that all offenders in the custody of the NJDOC are confined and/or supervised according to the additional and/or amended order of the sentencing court; serves as a centralized source of offender information for staff, the public, and numerous state and federal agencies; and directs the statewide quality assurance and audit processes for time calculation, classification and case management. It will, for example, ensure that statutory requirements are applied in a consistent manner regarding the application of credits and the sequencing of sentences.

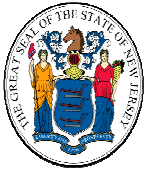
Field Services Unit

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

The FSU has several areas of administrative responsibility:

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

South Woods Central Food Production Facility – The unit manages the operation of the food production plant. This cook-chill facility has been a valuable resource to the NJDOC, providing 28 different meal components to each correctional facility, totaling 2.6 million



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portions each month. The cook-chill meal production process has provided increased production of meal components using larger batches and longer product shelf life and saved money by purchasing ingredients in bulk and standardizing meal quality. Management of this operation requires developing new products and coordinating product expansion with NJDOC facilities. It also requires accounting for inventory control and product distribution with DEPTCOR warehouse and trucking operations, AgriIndustries' produce and meat processing plants, and the Department of the Treasury Purchase Bureau and Distribution and Support Services.

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

Child Nutrition Program – The program ensures that the NJDOC meets state and federal guidelines required to participate in the Child Nutrition Program, and that the consulting dietitian conducts audits of the participating facilities and fulfills the necessary monthly reporting requirements to the Department of Agriculture's Bureau of Child Nutrition. The NJDOC received federal reimbursement of \$727,992 in 2014 and surplus United States Department of Agriculture (USDA) food commodities.

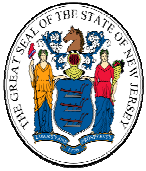
Health Services Unit

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

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



This project in the annual Quality Assurance Fair was inspired by the Rolling Stones.



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

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

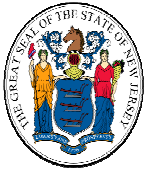
Office of Substance Abuse Programming and Addiction Services

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

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

Addiction Assessment and Treatment Referral – This office screens all NJDOC jurisdiction offenders for level and severity of addiction and to make appropriate treatment referrals based on the information obtained. The instrument currently used for this purpose is the research-supported Addiction Severity Index (ASI). Trained assessment staff members conduct the ASI screening interviews at the NJDOC's intake facilities. Treatment referrals are made to the classification committee based on the assessment findings and other criteria.

Therapeutic Community Substance Abuse Disorder Treatment Program – The NJDOC currently contracts for 1,332 Therapeutic Community beds in seven different programs, located in six different correctional facilities, one of which is a 60-bed program for females incarcerated at Edna Mahan Correctional Facility for Women. The evidence-based Therapeutic Community in-prison treatment model has been chosen by the department as its principal residential treatment modality to address offenders with moderate to severe substance use disorders. The Therapeutic Community represents the first phase in the continuum of care; in-prison treatment is followed by participation in residential community release programming. The Therapeutic Community program is designed to address addiction through a holistic approach. The Therapeutic Community views substance abuse as a disorder of the whole person, one that necessitates global changes in lifestyle and self-identity. The department adheres to research-supported model specifications to ensure fidelity and related positive outcomes.



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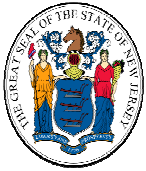
Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) support groups – The NJDOC contracts for alternative services that include both AA and NA support groups at each facility. Contract vendor staff provides education to offenders in AA and NA support groups and to monitor in-house AA and/or NA meetings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



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

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

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



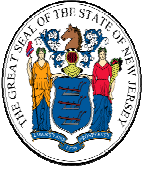
Engaging the Family in the Recovery Process – An Innovative Program for the Max-Out Offender – The Engaging the Family program, funded through the U.S. Department of Health and Senior Services, recruits the spouse/committed partner and children of offenders under its jurisdiction as allies in an effort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

Immigration Services, Parole Monitoring and the Office of Interstate Services

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

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

Interstate Services – The office is responsible for administering all matters under the Interstate Corrections Compact, Interstate Agreement on Detainers and International Transfer treaties. This includes the negotiation of contracts to ensure compliance from each party state, the review and acceptance of reciprocal transfers, the development of assurances from other countries, interpreting state and federal statutes



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relative to interstate matters, acting as the liaison with the Governor's Extradition Secretary, and providing training to county prosecutors' offices, sheriffs' offices and county jail staff. In addition, the office is involved in the related or ancillary tasks in the area of interstate and international extradition of fugitives and escapees; and the maintenance of a caseload of more than 450 offenders serving concurrent New Jersey sentences in another state or jurisdiction, and New Jersey offenders serving their sentences in the Federal Witness Protection Program. The Corrections Compact has been an increasingly useful tool to separate those high-ranking Security Threat Group (STG) offenders and placing them in states where their power is neutralized. The compact also allows for general population placement of those former STG offenders who have been labeled as informants in states where their status is unknown.

Release Notification Unit - Central Office

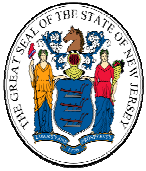
The Release Notification Unit oversees and supervises the institutional release and prosecutor notification processes for all offenders sentenced to the custody of the NJDOC. The unit ensures that all offenders with convictions for current and/or prior sex offenses are properly identified and registered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

Special Operations Group

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

The Special Operations Group is comprised of several units.

Special Operations Response Team (SORT) – SORT is a 15-person team that includes EMTs, breachers, marksmen, chemical agents, defensive tactics, repelling, Security Threat Group (STG) identification, mobile field force and tactical operators.



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Canine Unit – This unit is deployed throughout the state on a daily basis. The Canine Unit consists of one supervisor, 13 handlers and a total of 24 canines. The unit can perform a variety of tasks, from narcotic searches of people and property to the tracking of criminals as well as missing persons. Other functions include explosive device detection, cellular phone detection, tobacco detection, evidence recovery, criminal apprehension, and passive and aggressive scent detection. The unit also provides demonstrations to schools and civic organizations.

Correctional Emergency Response Team (CERT) – CERT consists of 150 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary duties are large-scale disturbance control, tactical search operations, large-scale support of the New Jersey State Police and Office of Emergency Management, and support functions of SORT.

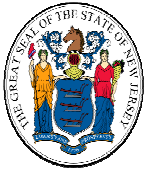


Senior Correction Officer Bruce Myers works in tandem with his canine partner, Nero.

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

Special Search Team (SST) – SST is comprised of approximately 50 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary function of the SST is tactical search operations. The members of SST will be deployed to various facilities throughout the state, accompanied by members of the SORT and the Canine Unit. SST is equipped with the appropriate tools needed during a large-scale search.

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



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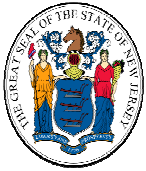
Departmental Firearms Unit – This unit consists of two certified armorers and a supervisor. The unit's duties include overseeing the repair and maintenance of all NJDOC firearms, and providing tactical and technical support to NJDOC regional ranges, academy ranges and all NJDOC facilities throughout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

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

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



The Special Operations Group provides technical and tactical support during crisis situations. Pictured are (from left) Sgt. Michael Scantling, Sgt. Anthony Degner, Lt. Clay McClain, Major James Keil, Lt. Keith Hatchell, Sgt. Renwick Harlan and Sgt. Scott Daly.



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Correctional Institutions

Adult Diagnostic and Treatment Center

P.O. Box 190
Avenel, New Jersey 07001
Middlesex County
Year opened: 1976
Population as of December 31, 2014: 567

Albert C. Wagner Youth Correctional Facility

P.O. Box 500
Bordentown, New Jersey 08505
Burlington County
609-298-0500
Year opened: 1934
Population as of December 31, 2014: 871

Bayside State Prison

4293 Rt. 47
Leesburg, New Jersey 08327
Cumberland County
856-785-0040
Year opened: 1970
Population as of December 31, 2014: 2,244

Central Reception and Assignment Facility

P.O. Box 7450
Trenton, New Jersey 08628
Mercer County
609-984-6000
Year opened: 1997
Population as of December 31, 2014: 769

East Jersey State Prison

Lock Bag R
Rahway, New Jersey 07065
Middlesex County
732-499-5010
Year opened: 1901
Population as of December 31, 2014: 1,191

Edna Mahan Correctional Facility for Women

P.O. Box 4004
Clinton, New Jersey 08809
Hunterdon County
908-735-7111
Year opened: 1913
Population as of December 31, 2014: 778

Garden State Youth Correctional Facility

P.O. Box 11401
Yardville, New Jersey 08620
Burlington County
609-298-6300
Year opened: 1968
Population as of December 31, 2014: 1,641

Mid-State Correctional Facility

P.O. Box 866
Wrightstown, New Jersey 08562
Burlington County
609-723-4221
Year opened: 1982
Closed for renovations in June 2014

Mountainview Youth Correctional Facility

31 Petticoat Lane
Annandale, New Jersey 08801
Hunterdon County
908-638-6191
Year opened: 1929
Population as of December 31, 2014: 887

New Jersey State Prison

P.O. Box 861
Trenton, New Jersey 08625
Mercer County
609-292-9700
Year opened: 1836
Population as of December 31, 2014: 1,691

Northern State Prison

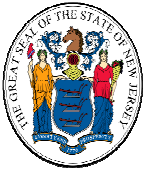
P.O. Box 2300
Newark, New Jersey 07114
Essex County
973-465-0068
Year opened: 1987
Population as of December 31, 2014: 2,587

Southern State Correctional Facility

4295 Route 47
Delmont, New Jersey 08314
Cumberland County
856-785-1300
Year opened: 1983
Population as of December 31, 2014: 2,093

South Woods State Prison

215 Burlington Road South
Bridgeton, New Jersey 08302
Cumberland County
856-459-7000
Year opened: 1997
Population as of December 31, 2014: 3,365



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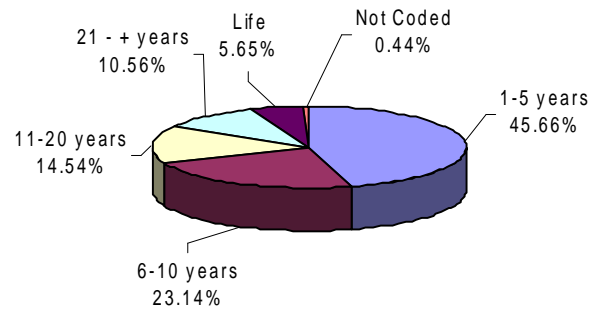
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Inmates by Total Term

1-5 years	45.7%
6-10 years	23.1%
11-20 years	14.5%
21 - + years	10.6%
Life	5.7%
*Not Coded	0.4%

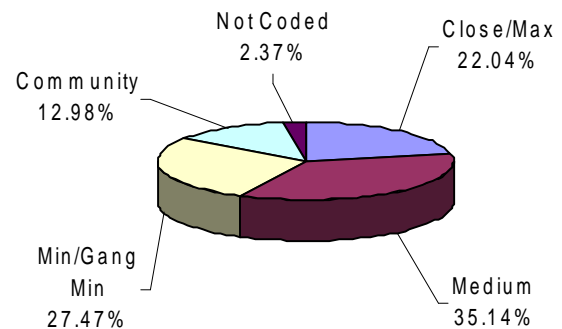
Inmates by Total Term January 2, 2015 (N=21,486)



Inmates by Custody Status

Close/Max	22.0%
Medium	35.1%
Min/Gang Min	27.5%
Community	13.0%
*Not Coded	2.4%

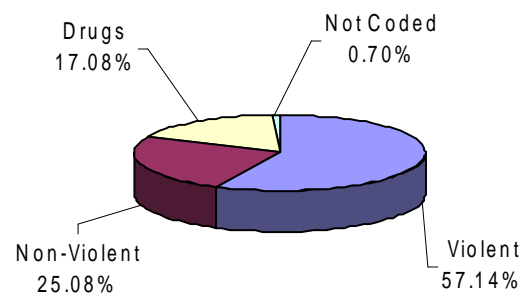
Inmates by Custody Status January 2, 2015 (N=21,486)



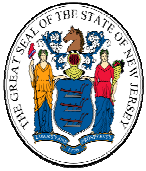
Inmates by Offense Type

Violent	57.1%
Non-Violent	25.1%
Drugs	17.1%
*Not Coded	0.7%

Inmates by Offense Type January 2, 2015 (N=21,486)



* Information being compiled at time of publication.



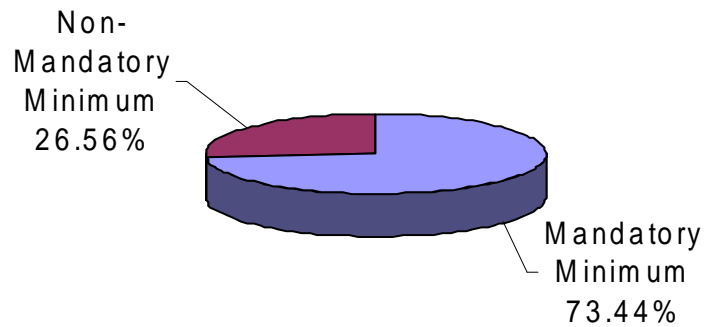
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Inmates With Mandatory Minimum Terms January 2, 2015 (N=21,486)

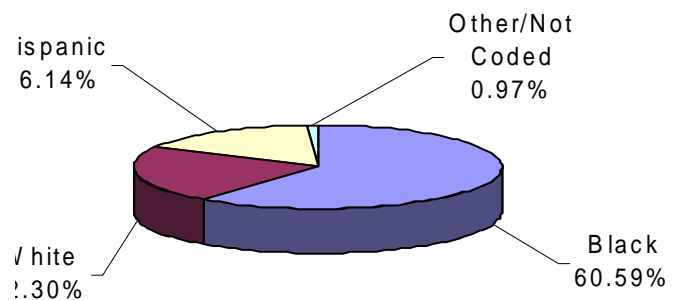
Inmates With	
Mandatory Minimum	73.4%
Non-Mandatory Minimum	26.6%



Inmates by Race/Ethnicity

Black	60.6%
White	22.3%
Hispanic	16.1%
Other/Not Coded	1.0%

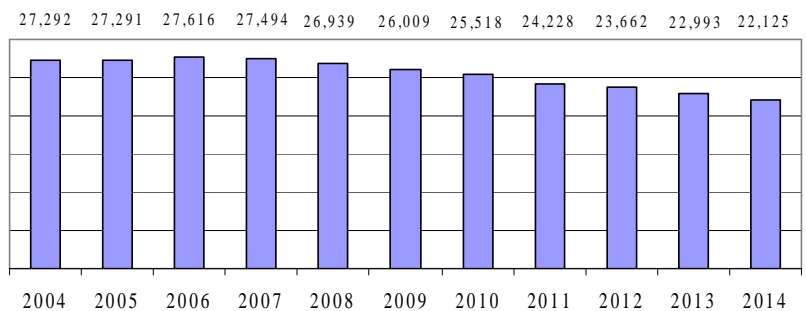
Inmates by Race/Ethnicity January 2, 2015 (N=21,486)

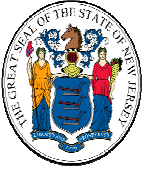


Jurisdictional

2004	27,292
2005	27,291
2006	27,616
2007	27,494
2008	26,939
2009	26,009
2010	25,518
2011	24,228
2012	23,662
2013	22,993
2014	22,125

Jurisdictional Inmate Population July 1, 2004 Through July 1, 2014





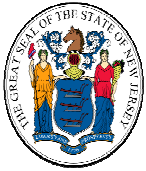
DIVISION OF PROGRAMS AND COMMUNITY SERVICES

Office of the Assistant Commissioner

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

Responsibilities of the Office of Victim Services include:

- Offering guidance to departmental administration and staff in matters related to victim/witness assistance, including programs, policy development and implementation, and providing recommendations specific to the implementation of core victims' rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.
- Providing assistance to victims of crime regarding status and location of inmates, serving as a referral agent to assist with obtaining community resources and acting as a liaison between victims, families of victims, the NJDOC and the offender. Inquiries often include assistance with court-ordered restitution, community release impact statements, sentencing information and notification methods and requirements.
- Providing programming that serves to educate the offenders on the impact of the crime they have committed on victims, the community and their own families. The Focus on the Victim Program (FOV) is a 14-week victim impact program offered to the offender population that places emphasis on restorative justice, empathy building, offender accountability and making amends.
- Enhancing education, awareness and support for NJDOC employees and the community at large through presentations on understanding victims' needs, enhancing skills for dealing with stress and trauma experienced by victims, recognizing the importance of sensitivity toward victims, and assisting victims with coping skills that will aid in their process of healing and improving upon their lives.



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- Actively participating in state, county and other local victim-related meetings and functions and networking with national, state and local victim service providers to ensure that victims are afforded rights and services under federal, state and local laws.

Crime victims of NJDOC offenders can contact the NJDOC's Office of Victim Services toll free by calling 1-800-996-2029.

In CY 2014, the Office of Victim Services responded to 975 telephone calls from victims.

Office of Volunteer Services – NJDOC volunteers support the overall mission of the department and are essential in the effective delivery of programming and supportive services for the offender population. The major goal of the Office of Volunteer Services is to ensure the proper recruitment, processing, training, evaluation and recognition of NJDOC volunteers. As such, the Office of Volunteer Services, through assistance from volunteer coordinators in each institution, recruits, trains and supports individuals throughout the community who seek to volunteer in the areas of religious services, education, community programming and recreational services.

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

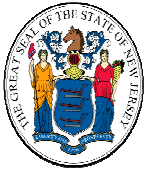


A volunteer from the Petey Greene Program, which recruits and trains college students and community members to serve as volunteer tutors and teachers in correctional facilities, works with an inmate at Garden State Youth Correctional Facility.

Interested volunteers can contact the NJDOC's Office of Volunteer Services at 609-292-4036, x5295 or x5304.

In CY 2014, 97 new religious volunteers were recruited. In addition, 284 religious volunteers and Chaplaincy Network Program mentors applications were processed for universal identification cards to provide services at multiple NDJOC facilities.

In FY 2014, the NJDOC had a monthly average of 357 educational volunteers; these



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dedicated volunteers visited the correctional facilities 6,076 times and performed a total of 16,353 hours of service.

In FY 2014, the NJDOC had a monthly average of 1,140 approved religious services volunteers; these dedicated volunteers visited the correctional facilities 15,447 times and performed a total of 29,053 hours of service.

Office of Community Programs and Outreach Services

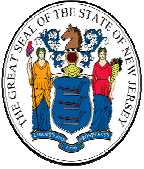
The Office of Community Programs and Outreach Services include the following entities:

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



The Residential Community Release Program utilizes Talbot Hall, among other facilities.

The NJDOC has enhanced offender transition through community corrections. The Office of Community Programs currently has 14 contracts that provide an extensive variety of assessment, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. The contracts provide services in locations throughout the state. Three programs are pre-release work release programs; eight are correctional treatment programs that focus on sobriety and group dynamics, with work release components; one is a special needs program; and two are assessment and treatment centers



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that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident prior to his or her reassignment to an RCRP.

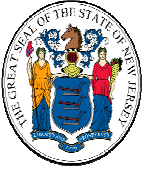
NJDOC-contracted Residential Community Release Programs consist of the following programs:

- **Assessment and Treatment Centers** provide eligible inmates with a comprehensive assessment of their needs and risks, an orientation to a treatment regimen, and referral to work release programs, correctional treatment programs or special needs programs.
- **Special Needs Programs** – The NJDOC currently contracts for one special needs program. The focus of this program is the provision of specialized services for inmates with mental health issues, Mental Illness and Chemical Abuse/Addiction (MICA) issues and specialized health service needs. Once treatment needs are met, participants may be eligible to participate in a work release component.
- **Correctional Treatment Programs** – The focus of the correctional treatment programs is the provision of services for inmates with treatment issues to reenter society as productive and sober members. These programs utilize the assessments provided by the Assessment and Treatment Centers as well as the assessments performed during an inmate's incarceration to create a seamless continuum for inmates with substance-use problems. Ongoing assessments are performed throughout the inmate's stay to determine progress in treatment; when an inmate has completed the treatment portion of their RCRP stay, he/she is generally eligible to seek employment.
- **Work Release Programs** – The focus of work release programs is to provide residents with a solid foundation for successful reentry into the workforce with the goal of not just obtaining viable employment, but retaining employment.

In CY 2014, there were 2,657 RCRP beds under contract with the NJDOC comprised of 1,301 correctional treatment, 816 assessment and treatment, 115 special needs, and 425 work release.

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

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



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

Office of County Services – As required by state statutes, the Office of County Services conducts annual inspections of the 22 county correctional facilities. In addition to county jail inspections, the NJDOC is responsible for inspecting approximately 485 municipal detention facilities located throughout the state. The office also reviews and approves documents for the construction, renovation or alteration of those facilities to ensure compliance with New Jersey Administrative Code (NJAC) requirements.

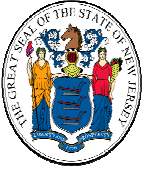
The Office of County Services is also responsible for:

- Reviewing the operation of all county work release programs.
- Reviewing and responding to inquiries from state-sentenced inmates confined in county correctional facilities.
- Providing technical assistance to county correctional wardens/administrators and police chiefs concerning the revision, development or implementation of any policy, procedure or written protocol required by the NJAC.

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

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

The Office of Chaplaincy Services ensures that the correctional institutions are providing appropriate and diverse faith-based services, programming and outreach for the offender population. Each of the institutional Chaplaincy Services offices is supported by chaplains and a network of religious service volunteers who are essential in ensuring that the



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offender population is afforded the opportunity to practice their respective faiths while incarcerated.

The Office of Chaplaincy Services also matches offenders with trained faith- and community-based mentors throughout the community in an effort to support the offender with a successful reentry process and reunification with their families. The mentors serve as role models and support systems while further providing guidance and assistance to the offender, along with his/her family, with linkages and access to community resources. Faith-based mentoring is offered to inmates within six to 12 months prior to their max or parole date in both the institutional and RCRP settings.

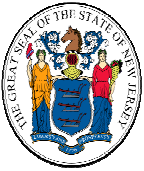
Office of Educational Services

The mission of the Office of Educational Services is to provide student inmates with academic, vocational and life skills programming. The NJDOC regards correctional education as a critical element in its effort to assist offenders to develop constructive lives upon their return to society. Staff members supervise, support and ensure delivery of educational services, including law library services and educational volunteer services.

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

The DOC operates these major programs:

- High School Diploma Program
 - All youth offenders under the age of 20, as well as those under 21 with an Individual Education Plan (IEP), are provided traditional high school coursework, including mathematics, social studies, language arts, science, and enrichment classes. Students earn credits from their home school districts toward the fulfillment of their high school diplomas. Youth students are mandated to attend such coursework until they reach an ineligible age.
- Adult Basic Education and High School Equivalency Program
 - Adult students are afforded the opportunity to participate in educational programming to attain their high school equivalency diploma, commonly known as the GED. Adult basic education programs are available at all correctional facilities with certified teachers and individualized work.



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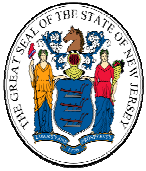
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- Post-Secondary Education
 - In addition to incarcerated men and women having access to post-secondary education through college correspondence courses, NJDOC partners with a consortium of colleges and universities through New Jersey Scholarship and Transformative Education in Prisons (NJ-STEP) to provide a degree-bearing post-secondary degree to incarcerated men and women. The program operates in seven correctional facilities through private funds from the Sunshine Lady Foundations, the Ford Foundation, Gates, Kaiser and Soros. The VERA Institute of Justice oversees the implementation of this initiative.
- Career and Technical Education Program
 - Nearly all facilities offer career and technical education programs that teach vocational skills, such as building trades, electrical trades, and culinary arts training. Students earn industry-recognized certifications upon completion of these programs, which they can use toward securing gainful employment upon release.
- Promoting Responsibility in Drug Education (PRIDE)
 - The Office of Educational Services is responsible for oversight of the community outreach program known as Project PRIDE, which brings minimum custody offenders, escorted by correction officers, into middle and high schools or other agencies to talk about their personal experiences with drugs and alcohol. Young people have an opportunity to hear real-life stories and to consider the consequences of substance abuse. The program is designed to reduce the appeal of drugs and alcohol and to promote responsible decision-making skills. *In CY 2014, 122 PRIDE sessions were held at various schools and community centers throughout NJ.*



Darius Teel instructs inmates at Garden State Youth Correctional Facility.



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

Office of Transitional Services

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

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

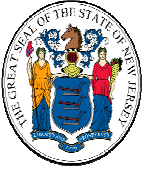
The Office of Transitional Services' Correction Offenders Reintegration Programs (C.O.R.P.) programs include:



Office of Transitional Services staff members include (from left) Leanne Cook, Anna Piekarewicz, Angela Mosley, Leslie Kirby and John Piercy.

Thinking for a Change (T4C) – T4C is a cognitive behavioral program endorsed by the National Institute of Corrections as a best practice approach for reducing recidivism. The goal of the program is to effect change in offender thinking so offenders can change their behavior. It assists offenders in breaking the cycle of incarceration by teaching them how to think before they react, how to build positive relationships and how to think about things in a positive way. *In CY 2014, 671 participants enrolled in T4C, of which 87.63% completed the program.*

Successful Transition and Reentry Series (STARS) – STARS is a release preparatory program designed to address each major reentry barrier faced by the returning offender. Topics include employment, housing, transportation, education, family reunification and finances. STARS assists offenders in breaking the cycle of incarceration, addresses possible barriers associated with the reentry process, teaches offenders how to build



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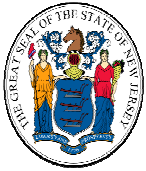
positive family relationships, prepares offenders to join the workforce, and helps to develop effective problem-solving, communications and life skills. It also provides offenders with vital resource information for services in the community. *In CY 2014, 1,284 participants enrolled, of which 89% completed the program.*

Cage Your Rage for Men (CYR-M) and Cage Your Rage for Women (CYR-W) – CYR is an anger management program. It is endorsed by the American Corrections Association as a best practice program designed to help offenders recognize their angry feelings, learn their cause, and deal with them in a responsible way. Participants learn the connection between thoughts and anger and, more importantly, techniques to help them manage their anger. *In CY 2014, 881 participants enrolled, of which 88% completed the program*

Successful Employment through Lawful Living and Conflict Management (SEALL) – SEALL is a job retention program with a specific focus on maintaining employment and addressing on-the-job conflict. The program prepares offenders to address possible barriers to employment, how to build positive working relationships and how to develop effective problem solving and communication skills. *In CY 2014, 1,229 SEALL participants enrolled, of which 91% completed the program.*

Helping Offenders Parent Effectively (HOPE) – HOPE is a parenting program offered by NJDOC. The goal of the program is to help participants become responsible parents, even while incarcerated, with the ultimate goal of reducing the rate of recidivism by offenders learning to positively influence their own children to live law-abiding lives. HOPE is designed to enable offenders to recognize the importance of accepting responsibility for their children and increasing their ability to be self sufficient by beginning to take control of their lives. *In CY 2014, 772 participants enrolled, of which 89% completed the program.*

Family Reunification and Transition (FRAT) – FRAT was introduced to the offender population in October 2011 as a pilot program, recognizing that many offenders leave prison without developing a plan for rebuilding family relationships or without an understanding of their family's expectations upon their return. FRAT is designed to assist offenders as they begin the process of reconnecting with their family members by addressing past and present behaviors and preparing for changes in the family that could affect the offender's transition. *In CY 2014, 661 participants enrolled, of which 88% completed the program.*



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OTS Special Services

Fair Release and Reentry Act

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

Inmates who meet federal or state eligibility requirements for obtaining identification documents may also be provided with, a duplicate Social Security card, birth certificate, and New Jersey Motor Vehicle Commission Non-Driver Photo ID. Where applicable, releasing inmates also receive a debit release card, notification of active warrants/detainers, NJ Transit bus tickets, any necessary medical referrals, and a two-week supply of medication.

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

In CY 2014, 9,712 FRARA packets were provided to inmates who were released from custody; 3,323 inmate referrals for the Affordable Care Act were processed; 1,782 inmates accepted assistance for applying for a duplicate Social Security card; 2,380 accepted assistance with obtaining a duplicate birth certificate; and 135 self-identified incarcerated veterans were seen by the liaison from the United State of Veterans Affairs.



The Office of Transitional Services helps to connect inmates with a wide variety of programs and services as they prepare for the completion of their sentences.