

State of New Jersey

Department of Corrections



ANNUAL REPORT 2010

Gary M. Lanigan
Commissioner



MESSAGE FROM COMMISSIONER GARY M. LANIGAN

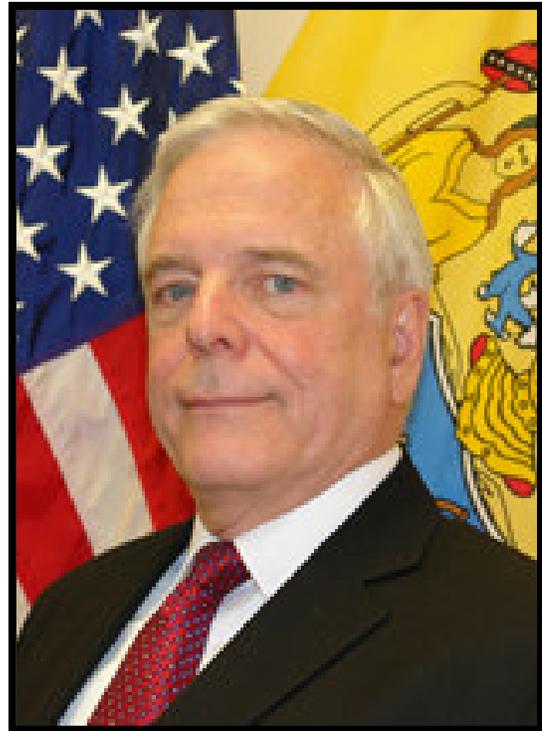
As I reflect on the first year of my administration, I am encouraged by the New Jersey Department of Corrections' many successes and the dramatic strides that we have made. In spite of the challenging fiscal climate in New Jersey and Governor Chris Christie's charge to state government to "do more with less," we have accomplished much in the 2010 calendar year.

I am honored to be at the helm of a model law enforcement agency that takes seriously its mission to protect the public by operating safe, secure, and humane correctional facilities. It is through effective supervision, proper classification and the appropriate treatment of offenders, and by providing services that promote successful reentry into society, that we have experienced the level of success that we have during this very daunting period in our state.

Our efforts – both individual and collective – have resulted in the many achievements highlighted in this annual report.

Clearly, we are headed in the right direction.

Together, we continue to meet the many formidable challenges of modern correctional management in the midst of the current fiscal realities in New Jersey. Together, we continue to make a difference.



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NEW JERSEY DEPARTMENT OF CORRECTIONS MISSION STATEMENT

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

The Department of Corrections is organized into three separate divisions:

Administration

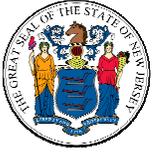
The Division of Administration is responsible for managing approximately one billion dollars and employing more than 9,000 persons, including 6,500 in custody positions. Roughly 25,000 individuals are under NJDOC jurisdiction in state correctional institutions, county jails and halfway houses. The division provides administrative services to support the departmental mission in such major areas as Budget and Fiscal Management, Personnel, Policy and Planning, and Information Systems.

Operations

The Division of Operations is responsible for 13 major institutions -- 11 adult male correctional facilities, one women's correctional institution and a central reception/intake unit. These facilities collectively house inmates in minimum, medium and maximum security levels. They are diverse and unique in their operations. For example, New Jersey State Prison is the state's only facility in which all inmates are classified as maximum security. The Adult Diagnostic and Treatment Center operates corrections' rehabilitative programs for habitual sex offenders. The offender population at Edna Mahan Correctional Facility for Women is comprised of females at all levels of security.

Programs and Community Services

The Division of Programs and Community Services provides institutional and community-based program opportunities for offenders, including academic and vocational educational programs, library (lending and law) services, substance abuse treatment and transitional services. Other specialized services include victim assistance, chaplaincy services, county assistance quality

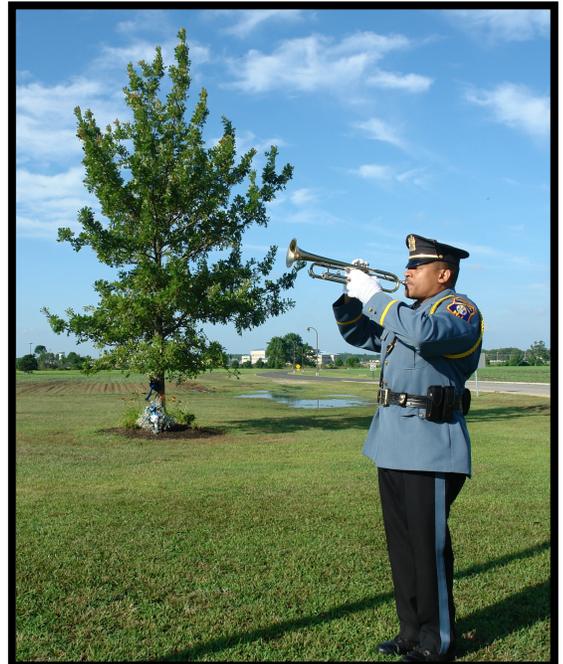


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assurance and liaison to the Intensive Supervision Program. Additionally, the division contracts with private and non-profit providers throughout the state to provide community-based residential treatment programs for offenders under community supervision. Public safety is enhanced through the development, coordination, administration and delivery of these institutional and community-based programs and services.





Commissioner Brings Era of CHANGE to New Jersey Department of Corrections

Gary M. Lanigan, who has more than three decades of experience in the criminal justice and financial management realms, was confirmed as Governor Chris Christie’s choice as Commissioner of the New Jersey Department of Corrections (NJDOC) on March 22, 2010.

He succeeded George Hayman, whose retirement ended a distinguished career with the NJDOC that dated back to 1983.

“My first order of business is to offer my sincere appreciation to Governor Christie and Lieutenant Governor (Kim) Guadagno for providing me with an opportunity to preside over a department I have admired from afar for so many years,” Commissioner Lanigan said shortly after his appointment. “One of my primary goals is to justify the confidence they’ve shown in me through their appointment.

“As we look toward the future, the task before us admittedly is formidable,” the Commissioner continued. “Our challenge becomes especially daunting as we strive to maintain and indeed surpass our level of achievement with ever-dwindling resources. Since taking office, Governor Christie has emphasized change. Although difficult at times, I believe change is essential to growth. I have come to think about change for our department in this manner: **C**hallenge **H**istorical **A**ssumptions **N**obly **G**enerating **E**fficiencies (CHANGE). I encourage each of you to embrace this idea as we strive toward fulfilling the charge before us.”



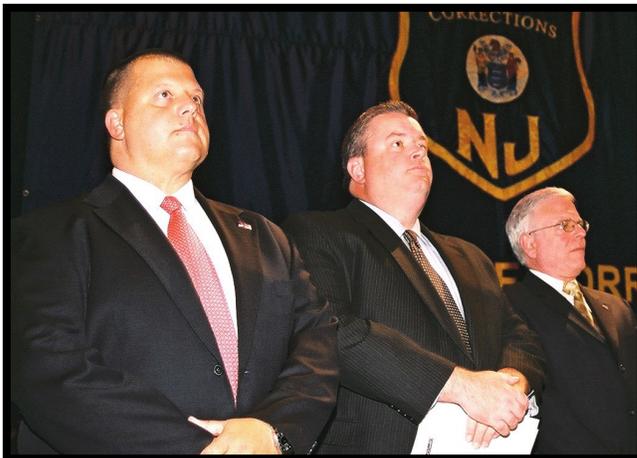
Early in his tenure, Commissioner Lanigan enlisted the services of Chief of Staff Mark Cranston and Deputy Commissioner Mark Farsi.

Utilizing, CHANGE, the department is implementing a performance-based management system to measure and manage the performance of the various institutions in the areas of security, administration, programs, and medical and mental health services. This management tool will ensure that all facilities and units are working cohesively and efficiently to carry out the department’s goals and objectives. Furthermore, CHANGE enables Senior and Executive Staff, as well as administrators and line staff, to closely monitor the performance of an individual facility and the department as a whole.



Additional examples of this department's policy initiatives abound:

- The NJDOC was able to effectuate a \$65.9 million reduction in its budget by developing strategies that enabled the department to do more with fewer resources. The NJDOC has undertaken a series of housing initiatives that have contributed to a secure and more efficient way of housing the inmate population. The NJDOC has closed the Special Sentencing Unit at NJ State Prison and the Security Threat Gang Management Unit (STGMU) at Northern State Prison and reassigned inmates to appropriate levels of custody. Double bunking of inmates has increasingly been utilized when appropriate.
- The department has significantly reduced the number of state inmates held in county jails, substantially reducing departmental operating costs. When Governor Christie was elected in November 2009, an average of 1,552 state-sentenced inmates was housed in county jails. By late 2010, the count had been reduced to just over 500, resulting in annual saving well in excess of \$20 million.
- In accordance with a court ruling, the Special Treatment Unit (STU) in Kearny, which housed civilly committed sexually violent predators, was vacated. STU-Kearny residents were moved to a stand-alone, secured unit on the grounds of East Jersey State Prison. The law stipulates the civilly committed residents must be completely separated from the inmate population, and the move to East Jersey State Prison ensures that the department is appropriately addressing that need. Additionally, the opening of this new STU has enabled the NJDOC to materially depopulate the adjoining STU Annex. Treatment for the civilly committed residents continues to be provided by the Department of Human Services, while the NJDOC continues to provide the housing and security.



- Significant reductions in overtime were realized by largely eliminating shift overlap among custody staff. In no instance was there a violation of existing contracts. Also, the critical functions of shift commanders and gun posts continued to utilize shift overlap. While painful, these reductions enabled the department to achieve savings and protect a maximum number of positions.

- The objective of offender reentry is simple – to reduce recidivism by providing inmates with the tools necessary to succeed. The NJDOC's Office of Transitional Services developed an information package for those inmates who are nearing discharge that



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incorporates the full spectrum of their needs to be successful in reentering society. The package includes: a copy of their criminal history record, written information about criminal records expungement, voting rights, employment programs, vocational and educational rehabilitative programs, written record of an inmate’s participation in educational, training, employment, and medical or other treatment programs while incarcerated, child support arrearages, and any other obligations due and payable upon release.

- The Cell Phone Detection task force generated a Confidential Tip Line that was activated in October 2010 along with a seven-day-a-week Canine Unit. Each NJDOC institutions’ entry points are also being examined to determine methods by which security can be enhanced.
- By joining the efforts of the department’s Special Investigations Division and custody staff, gang members will more readily be identified and subsequently monitored within the facilities. A comprehensive policy is being developed to standardize a department-wide intelligence strategy that empowers participation of the Special Investigations Division, custody and administration in a secure, efficient manner. A primary goal of the policy will be to disseminate timely gang intelligence. Furthermore, the department will continue to share information throughout the law enforcement community, in New Jersey and beyond.

Since approximately 95 percent of all state-sentenced inmates will rejoin society, Residential Community Release Programs play an integral role in the corrections community. The New Jersey Department of Corrections contracts with private non-profit agencies for the provision of residential community release services to eligible inmates. A contract is awarded through the competitive bid process and monitored for contract compliance by the Office of Community Programs. The Department now contracts with 18 Residential Community Release Programs throughout the State of New Jersey, including two assessment and treatment centers. Assignment to a community program provides the opportunity for eligible inmates—those who have achieved security clearance and other criteria--to reintegrate to the community, through a structured, supervised residential program. Research has shown that inmates who are afforded the opportunity to participate in community programs are less likely to commit additional crimes and/or be returned to prison.

YOUR CALL MAY SAVE

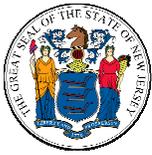


SOMEONE'S LIFE

If you have any information concerning the introduction of cell phones, weapons or drugs into a NJDOC facility, or any other criminal activity involving staff or inmates, call the NJDOC Confidential Tip Line at

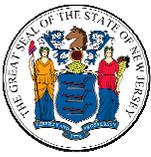
609-530-2500

Your call will be confidential, your identity anonymous



- The NJDOC will approach future capital needs using an analytic cost benefit analysis. For example, the NJDOC rents many large equipment items and will explore the benefits of continuing to rent or request or identify funding to purchase. This analysis will extend to facility renovations. The department has repeatedly requested funding for the replacement of modular units. The analysis will now integrate the department's population management strategies noted above in the analysis when determining housing needs. Additionally, alternative funding sources will be explored.
- The NJDOC inmate food service delivery is being reviewed to determine if food service costs can be reduced. In accordance with the Privatization Committee recommendations, the department plans to launch a pilot program at one of its institutions for food service delivery to inmates.
- The use of cell phones in prisons poses a significant risk to the safety of correctional facilities and communities throughout the United States. The NJDOC has devoted significant resources – from heightened security to training and utilizing canines to detect cell phones and cell phone components – in an effort to deter this threat. It is a felony in New Jersey for an inmate to possess a cell phone. Those who are caught smuggling a cell phone to an inmate are subject to criminal charges as well. NJDOC officials will continue to lobby New Jersey's Congressional delegation for passage of H.R. 560, the Safe Prisons Communications Act, which currently awaits action in three different House committees. A companion piece of legislation, Senate Bill 251, unanimously passed the U.S. Senate in October 2009. The Safe Prisons Communications Act would permit cell phone jamming in prisons under specific sets of circumstances.





OFFICE OF THE COMMISSIONER

The Department of Corrections is committed to ensuring public safety, rehabilitating the incarcerated and functioning in an efficient, cost-effective manner.

Equal Employment Division

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

The EED monitors compliance of this policy through investigation of complaints filed by employees regarding discrimination or harassment based on an individual's membership in a protected class, such as gender, race or religion. In 2010, the EED received 221 internal complaints and 13 external complaints. Following an investigation, employees who are found to have engaged in acts of discrimination, harassment or retaliation are subject to administrative remedies, including disciplinary action.

The EED also represents the NJDOC in external discrimination claims before the Division of Civil Rights and the Equal Employment Opportunity Commission. In addition, the division is responsible for keeping all staff current on policies, procedures and legal requirements through the distribution of documents as well as educational workshops and training classes. The EED also serves as the department's representative on the New Jersey Human Relations Council, New Jersey Affirmative Action Officers Council and the Equal Employment Opportunity Advisory Committee.

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

The Employment Litigation Unit, also under the auspices of the EED, assists the Office of the Attorney General and/or private counsel in their representation of the NJDOC in state and federal litigation involving allegations of employment discrimination, harassment, retaliation and wrongful termination. The unit also represents the department before the Office of Administrative Law in disciplinary actions appeals to the Merit System Board. In addition, it represents the NJDOC at grievances and arbitrations, and regarding unfair labor practice charges filed with the Public Employment Relations Commission.



Office of the Corrections Ombudsman

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

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

Office of Legal Affairs

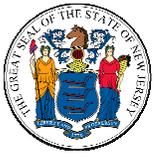
The Office of Legal Affairs oversees significant legal matters for the NJDOC and acts as liaison between the department and the Office of the Attorney General. The office provides daily guidance to the Commissioner and Executive Staff regarding legal and quasi-legal matters that impact the department.

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



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

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



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

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

The division has expanded its role within the NJDOC with the establishment of a number of specialized units. These units have catapulted the SID into the forefront as a state-of-the-art correctional investigative unit.

SID investigators receive ongoing technical training in an effort to maintain the department's ability to keep pace with the ever-changing criminal atmosphere. All personnel are mandated to attend the Basic Course for Investigators Course through the Division of Criminal Justice. In addition, investigative personnel routinely attend departmental training and training opportunities offered through other law enforcement agencies. These courses include: Methods of Instruction, Firearms Training and Instructor Courses, Top Gun Narcotics Training, Crime Scene Processing, Polygraph Training, Handwriting Analysis, Intelligence (Gang) Training, Fugitive Apprehension Training and HAZMAT Training.

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- **Intelligence Unit** – The unit is nationally recognized as a leader in correctional gang intelligence. Investigators assigned to the Intelligence Unit have provided gang identification training to thousands of law enforcement professionals in New Jersey and many other states.
- **Fugitive Unit** – Investigators assigned to this unit have worked with dozens of agencies throughout New Jersey and beyond in an effort to remove escaped offenders from the streets. The department's Fugitive Unit continues to work jointly with the New Jersey State Police Fugitive Unit and the U.S. Marshal's Office.
- **NCIC Systems/Clearances** – This unit is responsible for safeguarding NJDOC computer assets from unauthorized access, disclosure, misuse, dissemination or destruction. It is also responsible for the clearance and issuance of NJDOC identification cards for prospective civilian employees, contract employees, temporary employees and volunteers.



- **Random Urine/Training** – This unit ensures that drug testing guidelines are in compliance with the Law Enforcement Drug Testing Policy established by the Attorney General of the State of New Jersey promulgated in September 1998.
- **Drug Interdiction Unit** – In an effort to prevent controlled dangerous substances from being introduced into NJDOC facilities, this unit employs the Ionscan computerized drug detection machine to collect and analyze microscopic particles of up to 15 narcotics and up to one-billionth of a gram.
- **Internal Affairs Unit** – Responsibilities of this unit include investigating violations of the laws of the State of New Jersey as well as violations of the New Jersey Administrative Code 10A and NJDOC policies and procedures by employees, inmates, inmates' family/associates, volunteers or contract vendors/employees and other individuals who visit NJDOC facilities.
- **Domestic Violence Unit** – As the designated departmental liaison to the New Jersey Office of the Attorney General, this unit is responsible for ensuring that the department is in compliance with the Attorney General's policies regarding staff involvement in domestic violence incidents.
- **Computer Forensic and Polygraph Unit** – The 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.
- **Community Investigation Unit** – This unit conducts administrative investigations and participates in the oversight of activity in Residential Community Release Programs (halfway houses) around the state. The unit routinely coordinates searches of these facilities in an attempt to minimize negative behavior and contraband in these facilities.
- **Identification Unit** – Inmate, employee and volunteer identification functions and procedures are the primary responsibilities of this unit.
- **Security Unit** – This unit is charged with ensuring the safety and security of the NJDOC Central Office complex, including staff, visitors and buildings.



Office of Public Information

The Office of Public Information is responsible for providing information regarding NJDOC events, programs, functions, services and activities to the media, other governmental agencies and 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.

The Office of Public Information also is responsible for the following areas:

- **Legislative Services** – The unit keeps abreast of proposed and current legislation that may impact the NJDOC. The unit 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 inquires and requests for constituent assistance, and to provide supportive or unfavorable comments and necessary amendatory language during the process of enacting law. In addition, the unit provides staff with updates regarding legislative initiatives in an effort to track and disseminate any proposed legislation or amendments that may require a position by the NJDOC.
- **Government Records** – The unit is responsible for ensuring compliance by the department with the Open Public Records Act (OPRA). 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.





OFFICE OF THE CHIEF OF STAFF

Fleet Management Unit

The Fleet Management Unit (FMU) serves as liaison between the NJDOC and Department of the Treasury, Bureau of Transportation Services, to insure that all departmental vehicles are receiving proper repair at all Treasury, Bureau of Transportation Services, repair facilities. All correspondence between the two departments relating to vehicle operations is handled by the FMU. The unit also is responsible for registrations, insurance cards, fueling cards, EZ-Pass account oversight – including transponder assignments – and the replacement of lost or stolen license plates. The FMU interacts with NJDOC vehicle coordinators and Treasury, Bureau of



Transportation Services, staff to evaluate vehicle replacement schedules and orchestrate vehicle exchanges. Additionally, continuous evaluation of Federal Motor Vehicle standards is conducted to insure departmental compliance.

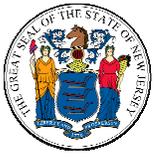
The FMU manages the department's extensive vehicle database, analyzing current and historical vehicle assignment information as well as mileage reporting to establish vehicle replacement criteria. Requests for NJDOC vehicle information from outside agencies is provided when appropriate. In addition,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

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

Office of Training

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

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



Two state laws help to define the Office of Training's mission: the Police Training Act, which mandates training for state and county correction officers; and the Gun Control Act, which requires firearms qualification training for all state and county correction officers. Legislation obligates the Police Training Commission to approve the state basic curriculum and county officer recruit training programs, as well as firearms training programs. The Office of Training has codified and standardized the curriculum and expanded the content and duration of the basic training. After completing the required courses, each officer receives a basic training diploma from the NJDOC and receives certification from the Police Training Commission.

The NJDOC training facility was relocated in September 1998 from the New Jersey Training School for Boys in Skillman to the National Guard Training Center in Sea Girt. The programs offered are designed to develop and enhance the skills of employees and to prepare them for future advancement, while presenting a comprehensive, multi-faceted approach to training. To augment the staff, adjunct instructors are utilized from state correctional facilities as well as various law enforcement agencies.

The Office of Training is organized into the following units:

- **The Correctional Staff Training Academy** conducts basic training for state correction officers, with instructors who are certified by the Police Training Commission. Training classes include arrest, search and seizure, use of force, criminal law, first aid/CPR, weaponry, un-armed defensive tactics, intensive physical conditioning, security concepts, human relations and professional



development. The Standards Unit within the Office of Training develops and implements guidelines, curriculum and standards of operation for both basic training and the In-Service Training Program. This unit also is responsible for overseeing methods of instruction, physical training, defensive tactics and other staff development courses offered by the Office of Training.

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



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

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.

Office of Policy and Planning

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

The Office of Policy and Planning is responsible for several NJDOC units.

- **The Administrative Policies and Procedures Manual (APPM)** Unit is the operational unit responsible for the generation, distribution and maintenance of NJDOC policy statements and internal management procedures, which are documents that impact on the operation of all organizational units under the authority of the Commissioner of the NJDOC. Special emphasis is placed on the development of standardized, custody-related policies and procedures that impact the safety and security of the public, staff and inmates. Additionally, training of executive staff in the APPM protocol occurs regularly.
- **The Criminal Justice Interagency Unit (CJIU)** interacts, promotes and oversees the utilization of technology in order to improve the exchange of information among criminal justice agencies at the federal, state, county and municipal levels.
- **The Video Teleconference (VTC) Unit** develops, implements and maintains state-of-the-art video teleconferencing capability throughout the state criminal justice system. In doing so, the unit increases efficiency, lowers operating costs and increases public safety and community protection by reducing the external movement of state inmates into the community and providing system-wide access to the NJDOC inmate population for criminal justice systems at all levels – state, county, local and federal.
- **The Grants Management Unit** is charged with the oversight of all NJDOC grant activities. These responsibilities include, but are not limited to, the seeking of funding opportunities, technical support to staff developing grant applications, processing of grant applications, fiscal management of grant funds, monitoring of grant activities and grant reporting requirements.



- **The Research and Evaluation Unit** provides statistical support and analysis, including empirical research and program evaluation services to the various program divisions and units within the NJDOC. The mission of the unit is to conduct and facilitate action-oriented research that informs and influences policy and practice.
- **The Resource Review and Study (RR&S) Unit** identifies benchmarks in order to quantify and analyze NJDOC performance, comply with federal reporting requirements, document best practices and foster successful innovations in a number of areas. Those areas include, but not limited to, improved performance of the overall inmate management and service functions; improved impact analysis for future policy objectives; and validation of duration, cost, effort and quality objectives for inmate services.
- **The Policy Analysis and Planning Unit** uses inmate residents, admissions and releases data to calculate inmate population projections, which are used for departmental planning and budget support purposes. Each month, inmate population estimates on admissions, releases and residents by calendar year and fiscal year are prepared. Each year, the unit receives various surveys to complete from the Bureau of Justice Statistics, where data is used in the making of reports for the entire nation. Similarly, a foreign-born inmate residents' report is prepared monthly. This report is forwarded to federal government agencies for illegal immigration purposes.

The unit analyzes the impact of sentencing legislation on inmate population growth and develops analyses of proposed legislation that may affect inmate population growth, NJDOC budgetary needs and NJDOC capital needs. Data from the unit's downloads is obtained, and as calendar year information is studied, the data is used as an indicator of how many cases flow in the NJDOC from admissions, to residents, to releases. From this, the unit determines how many beds will be required for any given bill proposed by the legislature.

An annual offender characteristics report is prepared and posted on the NJDOC Web site. The unit responds to requests coming directly from the director of Policy and Planning as well as from the Office of Public Information. An annual offender characteristics report is prepared and posted on the NJDOC Web site. The unit also receives various ad hoc requests for information/data related to inmate admissions, departures and inmate population; for example, the unit assists on the Capital Budget request and also reports annually on the amount of eligible inmate residents for the Youth Offenders Grant. An inmate deaths report is kept by this unit. The unit prepares a release outcome report that is used to respond to questions related to recidivism rates. It also works with various criminal justice system agencies at the county, state and federal levels to facilitate sharing of information and data. To this end, the unit prepares quarterly, semi-annual and annual data that is shared with various criminal justice system agencies in such areas as inmate population, inmate characteristics and inmate deaths. The Average Inmate Counts for Medical Services Report is also maintained by this unit.

An annual offender characteristics report is prepared and posted on the NJDOC Web site



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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	\$4,990,601
ARRA* -Chaplaincy Network Program Expansion	Bureau of Justice Assistance	\$150,000
FY2010 Federal Bulletproof Vest Partnership	Bureau of Justice Assistance	\$677,020
FY2007 Homeland Security Grant - Mass Arrest	Homeland Security	\$54,920
FY2008 Homeland Security Grant- Mass Arrest	Homeland Security	\$234,803
FY2010 Homeland Security Grant- Mass Arrest	Homeland Security	\$507,000
Second Chance Act - State Demonstration Project	Bureau of Justice Assistance	\$280,271
Family-Based Prisoner Substance Abuse Treatment	Bureau of Justice Assistance	\$300,000
Nicholson Foundation - Fair Release and Reentry	The Nicholson Foundation	\$26,500
Nicholson Foundation - GED Preparation	The Nicholson Foundation	\$174,282
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$491,086
Total New Awards		\$7,886,483
CONTINUATION GRANT AWARDS		
Residential Substance Abuse Treatment-No Return I	Bureau of Justice Assistance	\$76,831
FY2010 Project Inside	Department of Education	\$383,533
Promoting Responsible Fatherhood-Year 5	Department of Health & Human Ser.	\$394,248
FY2011 Responsible Parenting Program	Department of Health & Human Ser.	\$428,941
FY2011 Social Services Block Grant	Department of Health & Human Ser.	\$96,556
STOP Violence Against Women	Office on Violence Against Women	\$76,000
P.R.E.P.A.R.E.	The Nicholson Foundation	\$91,038
Adult Basic Skills	Department of Education	\$798,924
Carl Perkins Vocational	Department of Education	\$167,158
Individuals with Disabilities Act	Department of Education	\$224,704
No Child Left Behind Act	Department of Education	\$0
Total Continuation Awards		\$2,737,933
PENDING GRANT AWARDS a/o 1/01/11		
Workplace Literacy Labs	NJ Department of Labor	\$400,000
Total Pending Awards		\$400,000
TOTAL GRANT AWARDS		\$11,024,416

* ARRA = American Recovery and Reinvestment Act



DIVISION OF ADMINISTRATION

The Division of Administration provides administrative services to support the NJDOC’s mission. Primary areas of responsibility include budget and fiscal management, personnel, policy and planning, and information services.

Bureau of State Use Industries

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

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

State Use Industries operates 21 shops and offices employing approximately 1,100 inmates from nine state correctional facilities. A wide range of products, to include bakery items, clothing, metal products, furniture and license plates, are manufactured in the industrial operations under the DEPTCOR label and are sold only to tax-supported agencies, institutions and units of state, county and municipal governments.



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

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



Office of Employee Relations

The mission of the Office of Employee Relations is to develop and maintain a positive relationship between the NJDOC and its employees. The office works to guide both management and employees through the employee relations process in a constructive and efficient manner. The Office of Employee Relations responds on a daily basis to concerns raised by management and the bargaining units that represent the department's 9,000-plus employees. The office works closely with administration, and custody and civilian staff to promptly address various workplace issues.

The Office of Employee Relations is composed of three primary units.

- **The Employee Relations/Liaison Unit** represents the NJDOC in contract negotiations and in the administration of 11 collective bargaining agreements. It also advises the commissioner, high-level managers, and unit supervisors in the administration of Department of Personnel rules and regulations as contained in *Title 4A* of the New Jersey Administrative Code. The unit reviews current case law and proposed rule changes to ensure that the department's practices remain compliant with applicable law and regulations.
- **The Due Process/Hearing Unit** hears all of the department's second-step grievances and complex departmental-level disciplinary appeals. Hearing officers render written decisions on disciplinary actions initiated by the department. In addition, the unit provides ongoing training on a variety of employee relations matters.
- **The Employment Litigation Unit** assists the Office of the Attorney General and/or private counsel in their representation of the NJDOC in state and federal litigation involving allegations of employment discrimination, harassment, retaliation and wrongful termination. The unit also represents the department before the Office of Administrative Law in disciplinary actions appeals to the Merit System Board. In addition, it represents the NJDOC at grievances and arbitrations, and regarding unfair labor practice charges filed with the Public Employment Relations Commission.
- **The Ethics Unit** ensures that employees of the NJDOC comply with statutes, rules, regulations and legal authority that establish the standards for ethical conduct of all employees. To enhance awareness and understanding of the standards of conduct with which state employees must comply during the course of their employment, the ethics unit provides employees with state statutes and regulations regarding ethics, to include the Uniform Code of Ethics and Plain Language Guide. In addition, the unit reviews employee applications for attendance at events and secondary employment to ensure compliance with the conflict-of-interest law.



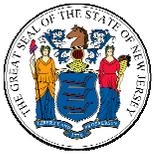
Office of Financial Management

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

The office is comprised of the following bureaus/units:

- **Bureau of Budget and Fiscal Planning** compiles annual operating budgets that reflect the needs of the NJDOC, as required by legislative mandate. The bureau provides fiscal analysis of current year activity and compiles quarterly spending plans that report on the fiscal status of the department. In addition, it monitors the levels of spending via account/spending analysis; provides detailed analysis of custody staffing by using the Baseline Reporting Information System; and establishes institutional full-time employee (FTE) position caps based on available salary funding and monitors FTE filled counts against those FTE caps via preparation of bi-weekly position monitoring reports. Bureau staff directly supports institutional business office staff in fiscal matters as needed for daily operations. The bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls to DEPTCOR, AgriIndustries and Albert C. Wagner Youth Correctional Facility Laundry revolving funds and Capital Construction funds. The bureau also provides assistance in the fiscal analysis of current year activity for the quarterly spending plans that provide the fiscal status of the NJDOC. The bureau provides standard and ad hoc reports to various units in the department using reporting applications and data base programs. Additionally, the bureau is responsible for determining and authorizing reimbursements to the counties for the housing of state sentenced inmates housed in county jails.
- **Bureau of Auditing** provides independent financial audits of the 42 trust funds maintained by the NJDOC'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:
 1. non-budgeted fund financial statements comply with generally accepted accounting principles;
 2. adequate internal controls existed over the financial operations of the non-budgeted funds;
 3. there is adherence to applicable state laws, administrative code, and state, departmental and institutional policies and procedures; and
 4. financial transactions are authorized, properly recorded and reasonable.





The bureau also performs audits of the department's revolving funds, reviews all OMB A-133 Single Audits and maintains the department's Land and Building Asset Management system. Audits performed by the state's Office of Legislative Services and other external audit groups are reviewed to ensure findings are accurate and recommendations are appropriate.

- **Bureau of Accounting and Revenue and Institutional Fiscal Operations** provides administrative and technical direction and assistance in accounting and internal controls to the various correctional facilities and programs administered by the NJDOC. It develops departmental accounting policies and internal management procedures and other guidelines and directives, which define the fiscal responsibilities for compliance with applicable laws, rules and regulations. The bureau also maintains all accounts assigned to Central Office for operations and system-wide activities and ensures timely payment to vendors in accordance with New Jersey Department of the Treasury guidelines. In addition, the bureau manages the Central Office Revenue Unit. This unit is responsible for the processing of revenues collected from offenders for court-imposed fines, penalties and restitution.

The Institutional Operations Bureau provides supervision, administrative direction and assistance in accounting, purchasing, and internal controls for the business offices in all the institutions. This includes the fiduciary responsibility for all financial information related to inmate accounts. The business offices process inmate payrolls, transact deposits and remits to and from inmate accounts, maintain commissary inventory and account for the merchandise distributed to the 22,000 plus inmates.

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

Office of Human Resources

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

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



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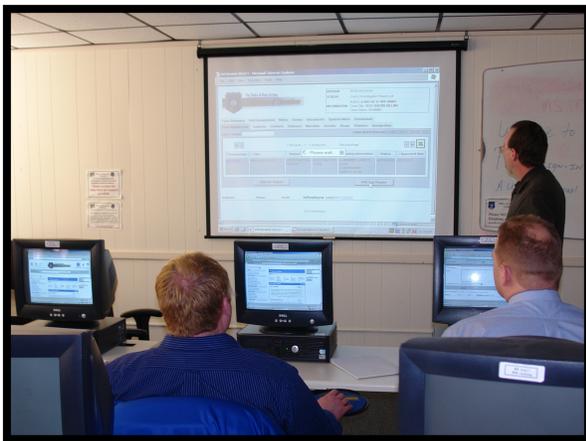


The Office of Human Resources fosters an environment that encourages employees to build work and interpersonal skills with the goal of continuously improving job performance to offer quality services to inmates and the public. In the event it becomes necessary, Human Resources staff oversees pre-layoff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

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

Office of Information Technology

The Office of Information Technology's mission is to support core business needs of the department through the development, use and support of new technologies and information systems; to provide the integrated exchange of data with internal and external stakeholders; to identify emerging technologies and trends to improve employee productivity and reduce operating costs; to advise management of IT best practices; and to deliver timely and accurate services to stakeholders in a professional and courteous fashion.



The Department of Corrections, Information Technology Unit (DOC-OIT) was established in late 1996 to address looming Y2K issues. As the year 2000 approached, the department realized that there would be major challenges in its information technology future. At that time, the department relied on obsolete IBM System/36 computer hardware, which was installed in 1985. The System/36 had to be replaced with a state-of-the-art computer environment in order to manage

the growing offender population and the expanding need to share information with other state and federal government agencies. The DOC-OIT then installed the Department of Corrections Management Information System (DOCMIS), a Y2K project funded through a line of credit from the New Jersey Department of the Treasury.

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



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numerous smaller applications. CMIS is also integrated with a hospital-quality medical package and a Document Imaging and Management System (FileNet). DOCNet provides the department with the local/wide area network operations, which allows for a centralized information system for easier data access. PCs, printers, standardized imaging, cabling, routers, switches and servers, along with a centralized three tier Help Desk, complete DOCNet.

The NJDOC has successfully employed the hardware and software infrastructure needed to support the department's expanding needs. Where applicable, the NJDOC has pursued shared services with other state IT organizations, thereby reducing duplication and leveraging economies of scale. This strategy has helped the IT unit to "do more with less" during this period of fiscal constraints.

Significant advances in technology that will entail delivery of new products, services and capabilities can be expected during the next several years. This will create opportunities for the IT unit to make a difference by using information and technologies in new ways.



DIVISION OF OPERATIONS

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

AgriIndustries

The objective of the AgriIndustries Revolving Fund, established in 1977, is to provide various food and dairy items to different governmental departments at a savings, while also offering to inmates jobs and training that can be utilized upon their release. 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 department's inmate population.

Products produced by AgriIndustries operations are purchased by the NJDOC, the Department of Human Services, the Department of Military and Veterans Affairs and the Juvenile Justice Commission. In addition, products are produced in conjunction with the Department of Agriculture to assist the Feed the Hungry program, when surplus food items are available.



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

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

The various AgriIndustries food production plants utilize and train about 100 inmates daily in all areas of food production technology. Inmates receive training and experience that may qualify them to gain employment when they leave the prison system.

AgriIndustries is a self-supporting operation without appropriated funds. Annual revenues total approximately \$12 million, with substantial savings to all users.



Capital Planning and Construction Unit

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

- The Monthly Financial Status Summary contains financial summaries for both capital and capital bond appropriations, which identify the status of appropriations as they relate to the cost of the individual capital projects. The report also provides the status of individual capital projects funded via capital appropriations, capital bond funds or institutional Direct State Services funding.
- The Annual Capital Budget is prepared for presentation to the New Jersey Commission on Capital Budgeting and Planning, and reflects the new and/or additional funding needs of the department for capital projects.
- The Institutional Capital Project/Priority Report provides a consolidated listing of capital/renovation needs of the department's 13 institutions and satellites and prioritizes the capital needs that are of the most immediate concern to each facility.

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

Central Medical/Transportation Unit and Central Communications

Central Medical and Transportation Unit – The unit was created in May 1986 to reduce overtime costs to the NJDOC. Central Transportation is responsible for the safe and secure transport of state-sentenced inmates to and from the state adult and youth correctional facilities. Originally, the primary roles of the Central Transportation Unit and its sister program, the Central Medical Unit, were medical and criminal/civil/family/federal/ municipal court transports.

Central Transportation now is responsible for inter-institutional transfers, emergency transfers, the Electronic Monitoring Program, the parole/immigration/Intensive Supervision Program and Adult Diagnostic and Treatment Center evaluations and hearings. The unit also is responsible for funerals, bedside visits, interstate escorts for all out-of-state prisoners, parole violators, escapees or interstate correction compact cases returning to New Jersey, pickup and delivery of institutional mail to and from Central Office, movement of inmate property and medical center discharges.





In addition, Central Transportation transports inmates involved in civil litigation where the inmate is to reimburse the state for transportation fees, in matters not involving their incarceration. The also unit transports sexually violent predators to and from their civil commitment hearings as well as medical appointments.

Central Medical 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 also are provided to inmates housed at this facility. These services include notification of death, critical status and various parole issues.

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

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

The Central Communications Unit also processes monthly validations of NJDOC escapees. The Wants and Warrants Unit is responsible for entering and clearing all absconders and wanted parolees. It also processes monthly validations of the 13 parole districts, Interstate Services, the Juvenile Justice Commission and the Parole Fugitive Unit.

Classification Support and Training/Auditing Units

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

In conjunction with the Office of Information and Technology, the Classification Support Unit continues to develop and support a Web site that provides information to the public regarding state-sentenced inmates, including the offender's name, a description of the offense for which the offender is incarcerated and the facility in which the offender is incarcerated. 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 – The unit provides formalized training to all existing and new classification staff members, and issues annual training updates relating to new laws and regulations that impact on the classification of the state's inmates. Two training phases have been created to establish operational uniformity and standardization of classification processes at all facilities. All staff members who successfully complete each training phase are certified in performing tasks associated with the training topics.

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

Additional Sentence Unit – The Classification Services Unit established the Additional Sentence Unit at Central Office to assist this department's efforts in demonstrating the priority it places on the classification processes of meeting all statutory and administrative requirements. This unit centrally processes additional and amended sentences and provides updated calculations for the institutional classification departments to review.



The Additional Sentence Unit ensures that all offenders in the custody of the NJDOC are confined and/or supervised according to the additional and/or amended order of the sentencing court; serves as a centralized source of offender information for staff, the public, and numerous state and federal agencies; and directs the statewide quality assurance and audit processes for time calculation, classification and case-management. It will, for example, ensure that statutory requirements are applied in a consistent manner regarding the application of credits and the sequencing of sentences.

Field Services Unit

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



The FSU has several areas of administrative responsibility:

- **Food Service Management** coordinates efforts to control the NJDOC food expenditures. Using the central menu, the FSU works with AgriIndustries food production plants, the DEPTCOR bakery, the New Jersey Department of Treasury Purchase Bureau, and the Distribution and Support Services in establishing contracts with vendors to monitor and manage food costs at each institution. Additionally, the FSU manages a Waiver of Advertising that provides the department with a mechanism to purchase high-quality, wholesome food products at below market price, resulting in a significant reduction to the cost of inmate feeding.
- **AgriIndustries** is responsible for the effectiveness of the AgriIndustries farming operations, and milk, meat and produce processing plants, which support the NJDOC central menu requirements.
- **The South Woods Central Food Production Facility** manages the development and directs the operation of the food production plant. This cook-chill facility has been a valuable resource to the NJDOC, providing 28 different meal components to each correctional facility, totaling 2.6 million portions each month. The cook-chill meal production process has provided increased production of meal components using larger batches and longer product shelf life, and saved money by purchasing ingredients in bulk and standardizing meal quality. Management of this operation requires developing new products; coordinating product expansion with NJDOC facilities; and accounting for inventory control and product distribution with DEPTCOR warehouse and trucking operations, AgriIndustries' produce and meat processing plants and the Department of Treasury Purchase Bureau, and Distribution and Support Services.
- **The Nutritional Consultation Unit** is responsible for developing and promoting quality nutritional care services based on the overall needs of the inmate population, in accordance with policies, procedures, practice, guidelines, licensure, legislation and standards of professional practice. The consulting dietitian plans and coordinates efforts with NJDOC clinical dietitians to ensure that individual therapeutic nutritional needs are met.
- **The Child Nutrition Program** ensures that the NJDOC meets state and federal guidelines required to participate in the Child Nutrition Program and that the consulting dietitian conducts audits of the participating facilities and fulfills the necessary monthly reporting requirements to the Department of Agriculture's Bureau of Child Nutrition. The NJDOC receives federal reimbursement of approximately \$600,000 annually and surplus USDA food commodities.





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

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

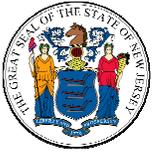
Health Services Unit

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

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

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





Immigration Services, Parole Monitoring and the Office of Interstate Services

Immigration Services Unit – A cooperative effort between the NJDOC, Immigration and Customs Enforcement (ICE), and the Executive Office of Immigration Review (EOIR) enables ICE and EOIR to begin deportation proceedings for aggravated felons and other criminal aliens while they are still incarcerated. This procedure ensures, in many cases, rapid removal upon the completion of the alien's sentence. The primary functions of the Immigration Services Unit include identifying foreign-born offenders when they are state identified; referring them to ICE to determine if the offender is subject to deportation; categorizing each identified offender by those in whom ICE has interest and those that it does not; processing applicable no-interest letters, interest letters and detainers; and monitoring each identified offender as he or she progresses through the removal process (now done essentially by VTC hearings, which are coordinated by this unit). Staff members also serve as liaisons 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. In conjunction with the State Criminal Alien Assistance Program (SCAAP), the NJDOC received a federal grant of \$4,990,601 (November 2010) for the housing of criminal aliens who meet the guidelines of the program for the period of July 1, 2008 – June 20, 2009.

Parole Monitoring Unit – In collaboration with the State Parole Board, the Parole Monitoring Unit ensures departmental compliance with the Parole Settlement Agreement; ensures that pre-parole packages are processed in a timely manner, in compliance with Administrative Code; monitors administrative parole holds to determine trends relative to the reasons for the hold, as well as the operational and fiscal impact on the NJDOC. Staff members work collaboratively with members of the State Parole Board in the implementation and expansion of the 2010 reentry bills, including the parole contract. This unit also coordinates efforts with the State Parole Board and Juvenile Justice Commission to ensure that juveniles housed within the NJDOC are afforded due process rights with regard to their more expansive opportunities to be heard by the State Parole Board, as well as issues with terms of post-incarceration supervision.

Office of Interstate Services – The office is responsible for administering all matters under the Interstate Corrections Compact, Interstate Agreement on Detainers, and International Transfer treaties, including the negotiation of contracts to ensure compliance from each party state, the review and acceptance of reciprocal transfers, the development of assurances from other countries, interpreting state and federal statute relative to interstate matters, acting as the liaison with the Governor's Extradition Secretary, and providing training to county prosecutors' offices, sheriffs offices and county jail staff. In addition, the office is involved in the related or ancillary tasks in the area of interstate and international extradition of fugitives and escapees, and the maintenance of a caseload of more than 450 offenders serving concurrent New Jersey sentences in another state or jurisdiction, and New Jersey offenders serving their sentences in the Federal Witness Protection Program. The Corrections Compact has been an increasingly useful tool to separate those high-ranking Security Threat Group (STG) offenders and placing them in states' where their power is neutralized, as well as allowing for general population placement of 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 was developed in May 2000 to oversee and supervise the institutional release and prosecutor notification processes for all offenders sentenced to the custody of the NJDOC. The unit ensures that all offenders with convictions for current and/or prior sex offenses are properly identified and registered under the terms of Megan's Law and that those identified as potential predators are referred for civil commitment evaluation in accordance with the Sexually Violent Predator Act. The unit also ensures that offenders with psychiatric histories are identified and reviewed for general forensic commitment. The Release Notification Unit is the NJDOC's sex offender liaison for the State of New Jersey and is responsible for a computerized tracking system developed to monitor the movement of approximately 3,600 convicted sex offenders through the state's correctional system. The tracking system provides weekly updates of detailed data and ensures in an automated fashion that offenders with convictions for current and/or prior sex offenses, or those with psychiatric histories, are properly alerted and tracked within the computer system.

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

Special Operations Group

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



Special Operations areas of responsibility include the Urban Area Secure Initiative, Office of Emergency Management, Continuation of Operations & Continuation of Government and Homeland Security, Domestic Preparedness.

The Special Operations Group is comprised of several entities.

- **Special Operations Response Team (SORT)** – The 15-person team consists of a variety of skills, including EMTs, Breachers, Marksman, Chemical Agents, Defensive Tactics, Repelling, Security Threat Group (STG) Identification, Mobile Field Force and Tactical Operators.



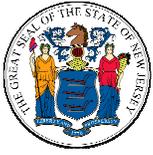
- **Canine Unit** – Units are deployed throughout the state on a daily basis. The Canine Unit, consisting of 14 handlers and 26 canines, can perform a variety of tasks, from narcotic searches of people and property, to the tracking of criminals, as well as missing persons. Other functions include explosive device detection, cellular phone detection, evidence recovery, criminal apprehension, and passive and aggressive scent detection. The unit also provides demonstrations to schools and civic organizations.
- **Correctional Emergency Response Team (CERT)** – The team consists of 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.

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



- **Critical Incident Negotiation Team (CINT)** – The team 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** – The unit coordinates high-risk transports, including court trips, medical trips and transfers from county jails. The unit also coordinates transportation with outside agencies.
- **Community Labor Assistance Program** – The program is responsible for providing inmate labor support to municipalities, governmental agencies and community based non-profit organizations. Both state and municipal government agencies utilize inmate labor support in an effort to reduce operational costs and save tax dollars. Inmate labor teams provide service, five days a week, to a majority of New Jersey counties throughout the state.

Inmate labor support is a staple for several state agencies, including Transportation (DOT), Human Services (DHS) and Environmental Protection (DEP). Collectively, these three areas alone utilize 21 labor teams on a permanent basis. This resource has proven to be a practical, cost-effective measure to alleviate spending and operational costs.



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Inmate labor crews that provide landscaping, janitorial work and special projects to many of the state's developmental centers are assigned to the DHS. Also, through a partnership with the DEP, that agency's Clean Shores Program is supported by inmate labor. In addition, inmate labor crews support the federal government at Fort Dix and a crew is permanently assigned to the State Police. Other state agencies receiving support from the Community Labor Assistance Program include the Departments of Community Affairs, Military and Veterans Affairs, Agriculture and Treasury.



CORRECTIONAL INSTITUTIONS

Adult Diagnostic and Treatment Center

P.O. Box 190 **732-574-2250**
Avenel, New Jersey 07001
Middlesex County
Year opened: 1976
Population as of December 30, 2010: 699

Albert C. Wagner Youth Correctional Fac.

P.O. Box 500 **609-298-0500**
Bordentown, New Jersey 08505
Burlington County
Year opened: 1934
Population as of December 30, 2010: 1,328

Bayside State Prison

P.O. Box F-1 **856-785-0040**
Leesburg, New Jersey 08327
Cumberland County
Year opened: 1970
Population as of December 30, 2010: 2,287

Central Reception and Assignment Facility

P.O. Box 7450 **609-984-6000**
Trenton, New Jersey 08628
Mercer County
Year opened: 1997
Population as of December 30, 2010: 875

East Jersey State Prison

Lock Bag R **732-499-5010**
Rahway, New Jersey 07065
Middlesex County
Year opened: 1901
Population as of December 30, 2010: 1,479

Edna Mahan Correctional Facility for Women

P.O. Box 4004 **908-735-7111**
Clinton, New Jersey 08809
Hunterdon County
Year opened: 1913
Population as of December 30, 2010: 820

Garden State Youth Correctional Facility

P.O. Box 11401 **609-298-6300**
Yardville, New Jersey 08620
Burlington County
Year opened: 1968
Population as of December 30, 2010: 1,858

Mid-State Correctional Facility Annex

P.O. Box 866 **609-723-4221**
Wrightstown, New Jersey 08562
Burlington County
Year opened: 1982
Population as of December 30, 2010: 692

Mountainview Youth Correctional Facility

P.O. Box 994 **908-638-6191**
Annandale, New Jersey 08801
Hunterdon County
Year opened: 1929
Population as of December 30, 2010: 1,153

New Jersey State Prison

P.O. Box 861 **609-292-9700**
Trenton, New Jersey 08625
Mercer County
Year opened: 1836
Population as of December 30, 2010: 1,948

Northern State Prison

P.O. Box 2300 **973-465-0068**
Newark, New Jersey 07114
Essex County
Year opened: 1987
Population as of December 30, 2010: 2,886

Southern State Correctional Facility

4295 Route 47 **856-785-1300**
Delmont, New Jersey 08302
Cumberland County
Year opened: 1983
Population as of December 30, 2010: 2,299

South Woods State Prison

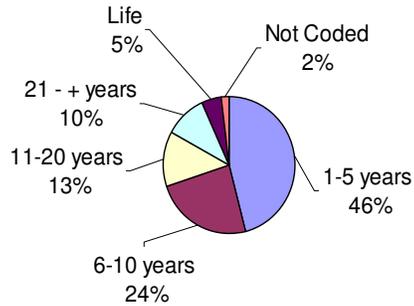
215 South Burlington Road **856-459- 7000**
Bridgeton, New Jersey 08302
Cumberland County
Year opened: 1997
Population as of December 30, 2010: 3,372



Inmates by Total Term

1-5 years	46%
6-10 years	24%
11-20 years	13%
21 - + years	10%
Life	5%
Not Coded	2%

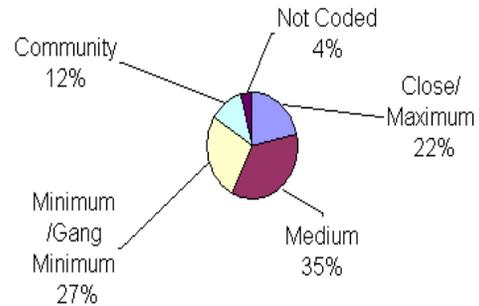
Inmates by Total Term December 31, 2010 (N=25,017)



Inmate Custody Status

Close/Maximum	22%
Medium	35%
Minimum/Gang Minimum	27%
Community	12%
Not Coded	4%

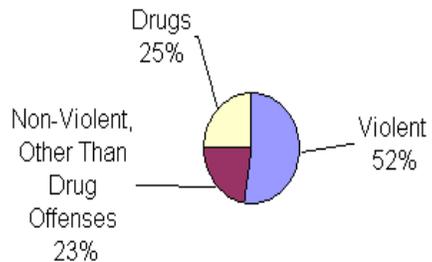
Inmate Custody Status December 31, 2010 (N=25,017)

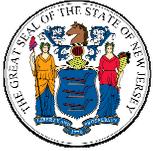


Inmates by Offense Type

Violent	52%
Non-Violent	23%
Drugs	25%

Inmates by Offense Type December 31, 2010 (N=25,017)





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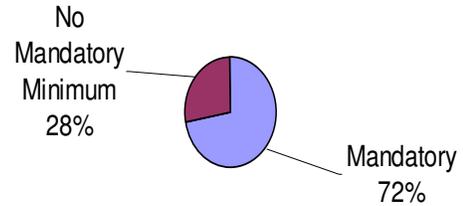
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Inmates With Mandatory Minimum Terms December 31, 2010 (N=25,017)

Inmates With

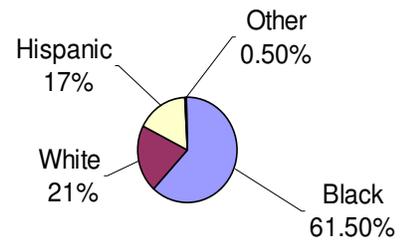
Mandatory	72%
No Mandatory Minimum	28%



Inmates by Race/Ethnicity

Black	61.50%
White	21%
Hispanic	17%
Other	0.50%

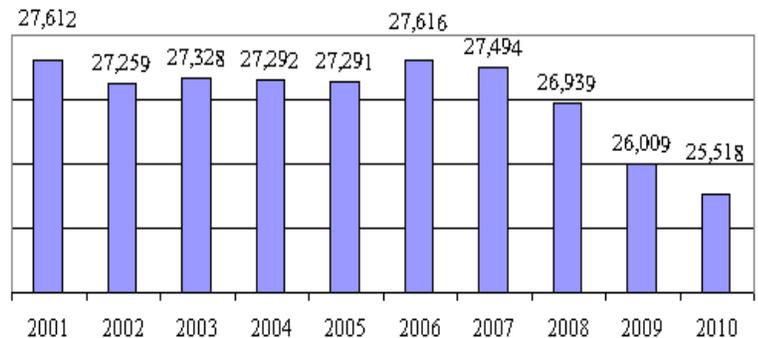
Inmates by Race December 31, 2010 (N=25,017)



Jurisdictional

2001	27,612
2002	27,259
2003	27,328
2004	27,292
2005	27,291
2006	27,616
2007	27,494
2008	26,939
2009	26,009
2010	25,518

Jurisdictional Inmate Population July 1, 2001 Through July 1, 2010





DIVISION OF PROGRAMS AND COMMUNITY SERVICES

Public safety is enhanced through the development, coordination, administration and delivery of the Division of Programs and Community Services' institutional and community-based initiatives and opportunities.

Office of Community Programs and Outreach Services

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

The NJDOC has embraced offender transition through community corrections. The Office of Community Programs currently contracts for 24 RCRPs that provide an extensive variety of assessment, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. Ten programs are pre-release work release programs; nine are substance use disorder treatment programs that focus on sobriety and group dynamics; two are assessment and treatment centers that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident; and three are special-needs programs. RCRPs that provide in-house mental health services for the special needs inmate preparing to return to the community were established through two separate contracts in 2006; one program is provided to females and one program to males. There are presently 2,720 RCRP beds under contract with the NJDOC.



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

- **Assessment and Treatment Centers** – The centers provide eligible inmates with a comprehensive assessment of their needs and risks, an orientation to a treatment regimen and a referral to Work Release Programs, Substance Use Disorder Treatment Programs or Mutual Agreement Programs.



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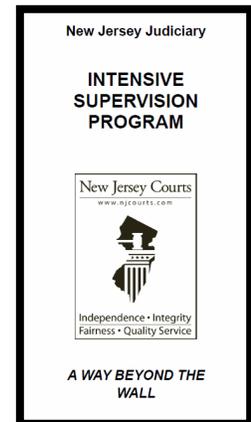


- **Special Needs Programs** – The NJDOC currently contracts for three Special Needs Programs. The focus of these programs is the provision of specialized services for inmates with mental health issues, MICA (Mentally Ill/Chemically Addicted) issues and specialized health service needs. Two of these programs collaborate with a third party to provide on-site mental health services. Once treatment needs are met, participants may be eligible to take part in a work release component. Although all of the RCRPs work closely with the residents to assist them with discharge planning, discharge planning and the provision of concrete linkages to community services is an essential element of these programs.
- **Substance Use Disorder Treatment Programs** – The focus of Substance Use Disorder Treatment Programs is the provision of services that will provide the tools for inmates with substance use 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 inmates' incarceration, to create a seamless continuum for inmates with substance use issues. Ongoing assessments are performed throughout the inmates' stay to determine progress in treatment; when an inmate has completed the treatment portion of his or her RCRP stay, that inmate 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.

The Office of Community Programs also is responsible for the oversight of the NJDOC Liaison to the Intensive Supervision Program (ISP).

The ISP is 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. A representative of the NJDOC serves as a member of the review panel, which screens, evaluates and recommends applicants to resentencing judges for acceptance to the program.

A cost-effective alternative to incarceration, the ISP permits carefully selected state-prison sentenced offenders to serve the remainder of their sentences in the community. Treatment and group meetings, monitored by ISP officers and/or professional therapists, are the cornerstone of the ISP and have set the program apart from other programs. The ISP mandates for all participants full-time employment, community service, maintenance of a budget and diary, payment of all court-ordered financial obligations, and payment toward child support and the cost of the program.





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

Office of County Services – As required by state statutes, the Office of County Services conducts annual inspections of the 22 county correctional facilities and 376 municipal detention facilities located throughout the state. The office also reviews and approves documents for the construction, renovation or alteration of those facilities to ensure compliance with New Jersey Administrative Code (NJAC) requirements.

The Office of County Services is also responsible for:

- Reviewing the operation of all county work release programs.
- Providing training in “Cell Block Management and Suicide Awareness” to county police officer recruits and line staff, and county correctional facility staff, as requested.
- Reviewing and responding to inquiries from state 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 – Chaplaincy Services are provided to the inmate population and offered to staff on request. Each NJDOC facility has chaplaincy representation. Normally, a facility is serviced by a chaplain representing a major faith group and supplemented by the use of volunteers.

Chaplaincy Network Program – The Chaplaincy Network Program has developed a program designed to assign inmates with trained faith-based mentors. The mentors serve as guides and role models while providing direction and/or assistance to the inmate along with his or her family to facilitate a successful return to society.

The NJDOC believes that prisoner reentry should be addressed on a continuum, and that participation in one program will not in itself reduce recidivism rates. Delivering services to individuals pre-incarceration, during incarceration and post-incarceration is a proven method of reducing recidivism. The NJDOC provides a mentoring service that allows the faith-based community to have a positive impact on inmates while they are incarcerated and continues that relationship post-release. The faith-based mentor program is offered to inmates within eight to 12 of their max or parole date. Families of the incarcerated are included in the program, and faith-based mentoring groups are encouraged to reach out to families prior to the release of inmates. The Chaplaincy Network Program has trained more than 250 volunteers as mentors, successfully matched more than 150 inmates with appropriate mentors and experienced an average success rate of 90 percent for the first three months of matches made.



The goal of the mentoring program is to provide a continuum of mentoring services via trained mentors in a professional, caring and effective manner. Another goal of the program is to provide inmates with screened, trained mentors who have agreed to remain faithfully involved with them, in one-on-one relationships, for at least two years. The mentors will assist them with gaining access to faith-based communities that will provide inmates with positive relationships that can help them learn, serve and work in their communities.

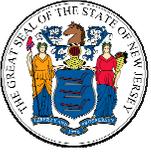
Volunteer Services – The major goal of Volunteer Services is to ensure proper recruitment, processing, training, evaluation and recognition of NJDOC volunteers. As such, professionals, student, and members of the community who desire to volunteer in the areas of chaplaincy, educational, social, medical and psychological, and recreational services are subject to an extensive application process, which includes appropriate screening, a criminal history background check, and volunteer orientation and training.

Volunteer Services provides recommendations for accurate procedures and manuals with regard to the Volunteer Services Program. The unit provides documentation, tracking, and reports regarding the Volunteer Services Program and also works closely with institutional volunteer coordinators and the Special Investigations Division to ensure proper processing of volunteers.

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 Office of Victim Services include:

- Offering guidance to department administration and staff in matters related to victim/witness assistance, including programs, policy development and implementation; and providing recommendations to the NJDOC on the implementation of core victims' rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.
- Providing general information on status and location of inmates, serving as a referral agent to assist in 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 services that increase chances for offenders to succeed in the community, such as the "Focus on the Victim Program."



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- Collaborating with NJDOC grants management for updated information regarding pending and completed goals/objectives, specific to Prison Rape Elimination Grant for semi-annual reporting purposes.
- Enhancing awareness and support for employees and their service to the public; educating staff on good coping mechanisms and sensitivity to the victimized; and helping staff better understand victims' needs, to improve their skills for dealing with victims' stress and trauma.
- Actively participating in state, county and other local victim-related meetings; and networking with national, state and local offices to ensure that victims are afforded rights and services under federal, state and local laws.

Critical Incident Stress Management – The Critical Incident Stress Management (CISM) team was formed to provide assistance and support to NJDOC employees and their families during critical incidents. The program seeks to stabilize negative impact as a result of a tragic event.

The CISM team, which functions under the supervision of the Office of Community Programs and Outreach Services and consists of a standing committee, seeks to stabilize the negative impact on an individual or individuals as result of a tragic event. The outcomes associated with this initiative include an improvement in staff morale, job retention, safety and a reduction in costs associated with injuries and time-loss. Crisis intervention services include pre- and post-incident crisis education, family support services, on-scene support services and demobilizations for large-scale incidents, small group defusing and group interventions.

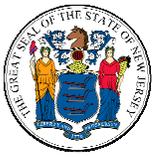
Issues related to the CISM team's response include situations involving suicides, homicides, fatal auto accidents, domestic situations and injuries at work.

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Office of Drug Programs

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

Addiction Assessment and Treatment Referral – The Office of Drug Programs is charged with screening all NJDOC jurisdiction offenders for level and severity of addiction and to make appropriate treatment referrals based on the information obtained. The instrument currently used for this purpose is the research supported Addiction Severity Index (ASI). Trained assessment staff conduct the ASI screening interviews at the Central Reception and Assignment Facility (CRAF), Edna Mahan Correctional Facility for Women and institutional locations around the state. Treatment referrals are made based on the assessment findings and other criteria.



Therapeutic Community Substance Abuse Disorder Treatment Program – The NJDOC currently contracts for 1,376 Therapeutic Community beds in 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 treatment modality to address offender substance use disorder. The Therapeutic Community represents the first phase in the continuum of care; in-prison treatment is followed by participation in community corrections. The program – nine to 12 months in duration, based on progress in treatment – is designed to address addiction from a holistic approach. The Therapeutic Community views substance abuse as a disorder of the whole person, one that necessitates global changes in lifestyle and self identity. The department adheres to research-supported model specifications to ensure fidelity and related positive outcomes.

Therapeutic Communities-Recovery Oriented Integrated System

– The Recovery Oriented Integrated System (ROIS) is an offender continuum of care enhancement project that has been piloted under the NJDOC since late 2006. At that time it was recognized that although the NJDOC had a research based continuum of care design, the treatment hand off of the offender from one agency to the next was merely connected, not necessarily coordinated or integrated in approach. The ROIS system, based on years of field practice and research holds that recovery success comes from long term recovery track that deals with recovery issues not as a discrete treatment episode, but as a part of the reentry/reintegration process. The treatment system that is integrated in a recovery framework is what is required and is found in the ROIS model. The Project is under the guidance of internationally recognized offender treatment expertise: Dr. George De Leon, National Development Research Institutes.



Therapeutic Communities-Criminal Justice Drug and Alcohol Treatment Studies (CJ-DATS 2)

– The NJDOC, through the Office of Drug Programs, is involved in a national collaborative drug treatment research project funded by the National Institute on Drug Abuse (NIDA) under the title Criminal Justice Drug and Alcohol Treatment Studies – 2 (CJ-DATS2). The department is in partnership with the internationally recognized Center for Alcohol and Drug Studies, University of Delaware (Center) under this initiative and is represented on the CJ-DATS 2 Steering Committee.

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



Mutual Agreement Program (MAP) – The NJDOC continues to utilize the placement of addicted offenders in licensed residential drug treatment facilities under the Mutual Agreement Program (MAP) via cooperative agreement with the Division of Addition Services, Department of Human Services. MAP facilities are state-licensed residential substance use disorder treatment programs. MAP beds represent an option for those most in need of treatment services that have been assessed and identified as in need of further intense substance use disorder treatment. 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 criteria to participate in the continuum of care preclude certain addicted offenders who have too little time to participate and/or are not eligible for halfway house attendance. The Living in Balance client sessions are facilitated by Office of Drug Programs addiction professionals who are trained to provide treatment services through the Living in Balance curriculum.

Substance Abuse Education and Awareness Program – The Substance Abuse Education and Awareness Program is offered by the Office of Drug Programs as a sub-component of the department’s Project Inside college education initiative. Emphasis is placed on the link between criminal behavior and eventual incarceration and the sale or use of illegal substances.

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, financial literacy and substance abuse education workshops. The case managers also assist the offender in establishing specific links to social and drug treatment services in preparation for release and additionally act as a resource to the ex-offender and family post-release.



In October 2010, the Office of Drug Programs was awarded an additional grant through the Bureau of Justice Assistance to expand and enhance the Engaging the Family program.



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Office of Educational Services

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

Unlike a traditional school setting, the NJDOC follows an open-entry, open-exit policy; students enter or exit classes according to their educational needs and entrance to the facility. The state



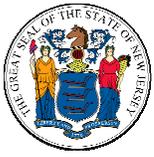
mandates that all institutional educational services for the school-age population are equivalent to high school graduation criteria and aligned to the core curriculum standards. Mandatory educational services from grades K through 12 are provided for offenders under age 21. Education programs are on a voluntary basis for the adult-age population. Although there are local variations relative to specific career technical education and special programs, all state facilities offer remedial, pre-secondary,

secondary and special education programs as well as an array of career technical education programs with appropriate support services. Each of the department's main facilities holds a graduation ceremony annually. The NJDOC regards correctional education as a critical element in its effort to assist offenders to develop constructive lives upon their return to society.

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

Additionally, the Office of Educational Services develops and schedules community outreach programs such as:

- **Juvenile Awareness Program** – East Jersey State Prison's Lifers Group developed the Juvenile Awareness Program for youth more than 20 years ago. Participants must already be involved with a law enforcement agency or the court system and be accompanied by a parent and/or probation officer, to the facility's discussion groups.



- **Project P.R.I.D.E. (Promoting Responsibility in Drug Education)**, which brings minimum custody offenders, escorted by correction officers, into middle and high schools or other agencies to talk about their personal experiences with drugs and alcohol. Young people have an opportunity to hear real-life stories and to consider the consequences of substance abuse. The program is designed to reduce the appeal of drugs and alcohol and to promote decision-making skills.



Office of Transitional Services

In an effort to reduce the risk of recidivism and increase the likelihood of an inmate's successful reentry into society, the NJDOC created the Office of Transitional Services in 2004. The goal of the Office of Transitional Services is to implement a seamless continuum of care for offenders utilizing cost-efficient, well-proven behavior science practices system-wide to increase offenders' abilities and their motivation to demonstrate responsible, crime-free behavior.

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

The Office of Transitional Services' core programs include:

Thinking for a Change (T4C) – Implemented in June 2005, 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 2010, nearly 75 percent of the T4C participants completed the program.

Successful Transition and Reentry Series (STARS) – Introduced in December 2006, 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. The STARS curriculum also includes an inmate workbook titled "Living on the Outside." STARS assists offenders in breaking the cycle of incarceration, addresses possible barriers associated with the reentry process, teaches offenders how to build positive family relationships, prepares offenders to join the workforce, and helps to develop effective problem-solving, communications and life skills. It also provides offenders with vital resource information for services in the community. The program had 1,719 participants enrolled in 2010, approximately 75 percent of whom completed the program.



Cage Your Rage (CYR) – The Cage Your Rage anger management program was introduced to offender population in January 2007. In November 2009, Cage Your Rage for Women was introduced. Cage Your Rage 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 2010, more than 79 percent of the 1,264 men and more than 61 percent of the 141 woman enrolled in CYR completed the program.



Successful Employment through Lawful Living and Conflict Management (SEALL) – Implemented in September 2008 SEALL is a continuation of the STARS 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. Nearly 77 percent of the 1,350 SEALL participants in 2010 completed the program.

Helping Offenders Parent Effectively (HOPE) – HOPE was introduced to the offender population in October 2007. In September 2009, HOPE for Women was introduced. It is the goal of the programs to help participants become responsible parents, even while incarcerated, which will lead to a reduction in the rate of recidivism and ultimately result in offenders learning to positively influence their own children to live law-abiding lives. HOPE is designed to enable offenders to recognize the importance of accepting responsibility for their children and increasing their ability to be self sufficient by beginning to take control of their lives life. In 2010, approximately 79 percent of the 955 men and 82 percent of the 45 women enrolled in HOPE completed the program.

Every Person Influences Children (EPIC) – Implemented in July 2006, EPIC is a gender-specific program designed especially for women. The goal of the program is to empower female offenders to raise their children to become responsible adults by teaching parenting skills that will enable participants to become better mothers upon their release. Sixty-six percent of the 50 EPIC participants in 2010 completed the program.