

Year in Review 2018

New Jersey Department of Corrections



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Message from Acting Commissioner Marcus O. Hicks, Esq.



A key component of the New Jersey Department of Corrections' (NJDOC) mission is to keep the public safe and provide individuals with the necessary tools to promote successful reentry into society. With this goal in mind, the Department continues to operate efficiently and effectively each and every day.

Thanks to the work of our dedicated staff, the NJDOC provides safe, secure and humane facilities to its inmate population.

Our philosophy in corrections is that we have a responsibility to rehabilitate the entire individual. That's why the NJDOC provides a variety of programs focusing on reentry, education, behavior modification and substance use disorder treatment.

By keeping pace with the ever-evolving correctional field through the implementation and utilization of a diverse array of initiatives and services, the NJDOC remains a model law enforcement agency nationwide. As you review the many achievements highlighted in this 2018 Annual Report, I hope you are as proud as I am of what we have accomplished together.

I am gratified by what has been achieved under the leadership of Governor Murphy and his administration, and look forward to continuing to meet the challenges of modern correctional management.

Marcus O. Hicks, Esq.
Acting Commissioner

Marcus O. Hicks, Esq., Acting Commissioner of the New Jersey Department of Corrections, has more than 15 years of public policy and legal experience. Prior to his appointment as Acting Commissioner, he served in many roles since joining the Department in 2007.

Initiative #1 Host of Safety Improvements Introduced At Edna Mahan Correctional Facility for Women

The New Jersey Department of Corrections has implemented a variety of safety improvements at Edna Mahan Correctional Facility for Women (EMCF). Some of the practices and initiatives established include:

- The Safety and Accountability for Edna (SAFE) task force was formed to examine ways to improve conditions and provide a safer facility.
- An Early Warning System is being designed to identify patterns of problematic behavior that can jeopardize offender safety.
- Building on the National Institute of Corrections supervisory training on gender responsiveness and trauma-informed practices, a modified module was designed and presented to all staff and members of other units that provide services at EMCF.

- Gender restricted posts have been completed in full-minimum unit housing areas. Additional posts have been identified for the next wave of gender restriction in the maximum compound.
- An all-female EMCF advisory Board of Trustees comprised of members representing such areas as law, medicine and academia has been re-established to provide expertise and recommendations on behalf of the women at EMCF.
- The Prison Rape Elimination Act (PREA) booklet was designed and distributed during prison-wide, face-to-face meetings with all of the offenders at EMCF and is distributed to all EMCF offenders as they enter the facility.
- Informational posters outlining the numerous ways to report abuse were posted throughout the facility. Inmates can report abuse via the newly established PREA liaison, staff members, the Office of the Ombudsman, the Special Investigations Division, through a third-party (such as a family member), a dedicated hotline or via an inmate self-help kiosk system called JPay.
- Several items are now readily available, free of charge, for specific women's needs: feminine hygiene products, undergarments and pajamas.
- Additional cameras have been installed to increase security and accountability.



NJDOC officials and members of the Edna Mahan Correctional Facility for Women Board of Trustees gather at the facility in Clinton.

Initiative #2

NJDOC Leverages Best Practices to Address Rise in Suicides in County Jails

In response to rising suicide rates in New Jersey’s county jails, the New Jersey Department of Corrections announced a series of initiatives intended to confront the issue and ultimately save lives.

While the NJDOC does not have a role in the daily operations of county jails, the Department will remain vigilant in establishing suicide prevention standards that must be met by each county jail in partnership with the New Jersey County Jail Warden’s Association.

The Department’s action plan includes:

- Unannounced annual inspections of county facilities.
- Required annual training session on NJDOC correctional best practices related to suicide prevention.
- Technical assistance in policy development to address suicide prevention in county jails.
- A recommendation that county jails receive biennial training on suicide prevention from the National Institute of Corrections.
- An amendment to the New Jersey Administrative Code – 10A:31 – requiring county jails to conduct a multi-discipline morbidity review within a specified timeframe of a suicide with a summary of that review provided to the NJDOC.
- An NJDOC review of the general facts of the suicide as set forth by the New Jersey Administrative Code with a follow-up inspection and recommendations for remedial actions, as needed.



NJDOC staff members take part in a presentation highlighting suicide prevention standards.

Initiative #3

NJDOC Stands with Sister Agencies in Battle against Opioid Crisis

The New Jersey Department of Corrections is committed to confronting the opioid epidemic and fighting all addictions within the offender population. By addressing these needs, the likelihood that an incarcerated individual will be in a position to make a positive contribution to society when released is increased. In order to maximize the chances for successful outcomes, the county jails are included in some NJDOC strategies. The NJDOC stands proudly with fellow state agencies to address the opioid crisis through the following initiatives:

- Medication Assisted Treatment (MAT) now includes the use of Sublocade injections to assist in preventing overdoses in the critical 72 hours post-release.
- All Correctional Police Officers have been trained in administering Narcan, and Narcan is made available to inmates in their release folders. Replacements for expired Narcan are provided as needed free of charge.
- Offenders with substance use disorder and other risk factors are tested for Hepatitis C. A total of 180 offenders with substance use disorder have been identified to receive anti-viral treatment.

- The Peer Navigator Program helps offenders who require substance use disorder services with valuable support on their recovery journey and the sometimes overwhelming discharge planning and reentry process. Peer navigators can begin meeting with an inmate six months prior to release and continue to provide assistance up to a year after the release date. Peer navigators, all of whom must be in recovery and/or a former inmate, are trained to provide their clients with services available in the community. Due to similar backgrounds, they are able to relate to their clientele, and they often serve as an offender's primary system of support. Positions exist for as many as 30 peer navigators to assist up to 600 offenders – 200 who receive MAT and another 400 who are not on MAT but who require substance use disorder services.
- Ten county jails across the state received NJDOC grants to obtain MAT medications, as well as staff and training on the development and execution of a MAT program. In tandem with the Department of Health, additional programs designed to enable county jail inmates to obtain treatment and after-care services was implemented. Approximately 400 state-sentenced inmates and 200 county jail inmates have received MAT services.



Acting Commissioner Hicks speaks at Governor Murphy's announcement regarding new initiatives to combat the opioid epidemic. Also pictured (from left) are Commissioner of Health Shereef Elnahal, Attorney General Gurbir S. Grewal, Commissioner of Human Services Carole Johnson, Governor Philip D. Murphy, and Commissioner of Children and Families Christine Norbut Beyer.

Initiative #4

Department Provides Wide Array of Offender Reentry Programs

The New Jersey Department of Corrections' commitment to offender reentry is being addressed through a multitude of programs and services made available through the Office of Transitional Services. Programs and services are intended to provide offenders with tools to successfully reenter the community, such as Successful Transition and Reentry Series (STARS), Thinking for a Change (T4C), Cage Your Rage (CYR), Successful Employment Through Lawful Living and Conflict Management (SEALL). The Department also prepares inmates for reentry by encouraging parent-child relationships during and after incarceration through programs such as Helping Offenders Parent Effectively and Family Reunification and Transition. Educational initiatives include high school equivalency testing, post-secondary degrees and vocational training.

- In 2018, there were 275 High School Equivalency (HSE) diplomas issued to state-sentenced offenders. The passing rate among inmates who took the rigorous HSE exam was an impressive 78 percent. In addition, 69 high school diplomas were awarded in 2018.
- Through a collaboration with Rutgers University, Raritan Valley Community College and Princeton University, post-secondary courses are made available to the offender population. In Fiscal Year 2018, the Department averaged 502 inmates who were enrolled in college credit-bearing courses.

- The Vocational Planning Board has worked tirelessly to develop ways to prepare offenders for the reentry process and link them with available services and employment. During FY 2018, approximately 8,000 certificates of completion were issued for Career Technical Education programs.
- The NJDOC has organized reentry fairs to bring government agencies, community providers and employers into the correctional facilities to expose them to the pool of job-ready candidates and create on-site employer interview opportunities for inmates within the release process. In October 2018, a reentry fair was held at South Woods State Prison.
- The Department also was represented at a conference presented by the state's labor unions to facilitate working relationships with the NJDOC's community partners. The gathering explored ways to establish a connection with the education services we currently supply and to expand and enhance that educational/vocational training to marry directly with apprenticeship programs in the community.
- Acting Commissioner Marcus O. Hicks, Esq., met with the New Jersey Casino Control Commission and the Atlantic City Chamber of Commerce, outlining the vocational preparation that offenders receive in NJDOC facilities while advocating for post-release hiring.



Acting Commissioner Hicks outlines the vocational preparation that offenders receive during a meeting with the New Jersey Casino Control Commission.

A Look Back on 2018

The New Jersey Department of Corrections (NJDOC) continues to set an example as a leader in the law enforcement community. Here are some of the Department's most notable achievements and activities in 2018:



With the State House in the background, members of State Basic Course for Correctional Police Officers, Class 244, prepare to graduate.

- The 2018 calendar year saw three classes of trainees complete weeks of rigorous preparation to graduate from the Correctional Staff Training Academy with a total of 423 graduates.
- The Workforce Wellness Task Force was established to develop a holistic employee wellness program for custody and civilian staff addressing physical, mental and spiritual health.
- The new NJDOC patch was introduced to be worn by all officers. The patch includes the word "police" which recognizes the legislation clarifying that all officers are empowered to exercise full police powers. The legislation also ensures that the word "police" is included in every officer rank from recruits to majors.
- The Special Operations Group (SOG) now represents the Department with other statewide partners under the State Emergency Plan. Other notable SOG achievements include:
 - Utilization of an Electronic Drone Detection System at the Adult Diagnostic and Treatment Center to better protect the facility.
 - The purchase of a generator truck for the Office of Emergency Management for power outages, heating and cooling issues.

- SOG administered emergency training for numerous agencies in areas such as Hazmat, Active Shooter, Mobile Field Force, Cell Block Management, Firearms and High Risk Transportation.
- The Canine Academy graduation with multiple canine teams trained in scent, patrol and tracking disciplines for local, county and state agencies.
- SOG's Chemical Ordnance Biological Radiological Aid (COBRA) unit obtained a Hazmat ID Elite machine, enabling the team to perform an analysis of any solid or liquid chemical in a short period of time.
- Response to mutual aid requests for the Belmar and Trenton parades, Miss America pageant, Escape the Cape Triathlon and Hurricane Michael, where members of the State Incident Management Team were deployed to Georgia to provide additional support to local police to ensure public safety.
- A total of 17 emergency exercises were conducted in NJDOC facilities throughout the state with participation from NJDOC staff, vendor medical staff and various outside agencies. These exercises focused on enhancing the proficiency of emergency responders, improving communications and developing multi-agency coordination.



Major Khasima Alexander (left) and Administrator Tracy Shimonis-Kaminski, part of the leadership team at Mid-State Correctional Facility, show their patriotism.

- On July 30, the Department formally recognized Correction Officer Day and also presented the 2018 Departmental Service Awards to 22 custody and civilian staff. These awards were presented to outstanding custody and civilian staff members for their exemplary service within the Department and the community.



Members of the SOG Canine Unit participate in a training session.

- In 2018, 3,328 birth certificate applications, 1,750 Social Security Number applications and 200 Motor Vehicle Commission non-driver photo ID cards were completed for the offender population.
- A total of 4,154 Affordable Care Act Healthcare applications were completed for the offender population. In an effort to “go green” and expedite the process, applications were submitted online for soon-to-be-released offenders, allowing them to have insurance within five days of release.
- The NJDOC expanded the Child and Family Environment (CAFE) model from five locations to seven within five facilities: Edna Mahan Correctional Facility for Women, Northern State Prison, East Jersey State Prison, New Jersey State Prison and South Woods State Prison. Each CAFE serves as a family friendly visit area for incarcerated parents to visit with their children. Three other facilities – Mountainview Youth Correctional Facility, Bayside State Prison and Southern State Correctional Facility – have established family friendly visitation areas.
- NJDOC made upgrades to the law libraries and provided literature for social service programs.
- NJDOC implemented a comprehensive father-child visitation program at Northern State Prison designed to diminish barriers that limit children’s access to their fathers and create opportunities for increased communication and bonding.

- The portfolio of vocational credentials was expanded to include an accredited welding program.
- The Department of Labor approved registered apprenticeships for the following curriculums: culinary arts, metal fabricator, cabinet maker (carpentry), animal trainer, office manager and landscape technician.
- The annual Volunteer Appreciation Ceremony was held at the War Memorial in Trenton in September 2018 to acknowledge the dedication of volunteers who have collectively given thousands of hours of their time in the areas of education, religion, recreation and community programming.
- The Focus on the Victim program was expanded to include sessions for Spanish-speaking inmates.
- The Critical Incident Stress Management (CISM) team was deployed during four incidents. CISM was created to provide immediate assistance and peer support to NJDOC employees during critical incidents, such as the loss of an employee or other traumatic events. In April 2018, 50 new CISM responders were trained and certified.
- NJDOC hosted the Taste of Success Hospitality Showcase to promote its Culinary Arts Program to local chefs and key stakeholders from the industry. Industry influencers had the opportunity to influence the program’s design.
- Office space is being expanded for clinical staff at Mid-State Correctional Facility by converting a tier. By re-purposing this space into offices, the Department expects to realize a cost avoidance of \$2 million in FY2019.
- Offenders now have the ability to put cell phone numbers on their phone lists, enabling them to reinforce family ties.



Lycia Taylor, Religious Volunteer, (holding plaque) is joined by Acting Commissioner, Marcus O. Hicks, Esq., Kenya Collins, Assistant Superintendent, and Reverend Warren Wilcox at the 2018 NJDOC Volunteer Appreciation Ceremony

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.





Office of the Commissioner

The Office of the Commissioner includes the Office of Legal and Regulatory Affairs, which provides the Department with guidance regarding legal, legislative, employment and ethical matters; Division of Administration; the Office of Human Resources; the office of Public Information; and the Special Investigations Division.

Office of Human Resources

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

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

Additionally, the staff develops an active plan for monitoring sick leave and conducts post audits of the Department's leave of absence program at each facility. The office also implements training programs concerning personnel issues and timekeeping procedures, and ensures training compliance through periodic personnel, payroll, time and attendance audits.

Office of Legal & Regulatory Affairs

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



Acting Commissioner Hicks is flanked by Deputy Commissioner Bettie Norris (left) and Lieutenant Governor Sheila Y. Oliver.



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

- **Administrative Rules Unit (ARU)** - The primary responsibilities of the ARU is to develop, maintain and promulgate New Jersey Administrative Code 10A rules for the NJDOC. As such, ARU staff coordinates rulemaking proceedings with NJDOC administrative staff, staff of the Office of the Governor, the Office of the Attorney General, the Office of Administrative Law and LexisNexis (the publisher). Rulemaking proceedings include, but are not limited to, formulating new rules, repealing, amending and readopting existing rules, timely responding to petitions for rule changes, and meeting publication and other time-sensitive deadlines as required by New Jersey law.
- **Americans with Disabilities Act (ADA) Unit** - The ADA coordinator reviews grievances from staff and inmates and ensures that the NJDOC is in compliance with the federal ADA and the New Jersey Law Against Discrimination regarding disabilities. The ADA coordinator advises on all disability-related matters.
- **Disciplinary Hearing Unit** - This unit provides hearing officers to all state correctional facilities to adjudicate inmate disciplinary charges in a timely and efficient manner, in accordance with the United States Supreme Court's decision in *Wolff v. McDonnell*.
- **Government Records** - The unit is responsible for ensuring compliance with the Department with the Open Public Records Act (OPRA), N.J.S.A. 47:1A-1 et seq. To accomplish this mission, every OPRA request received by the NJDOC is reviewed to determine whether all or part of the request for document(s) can be released to the public in accordance with the law. All government record requests directed to the Department are processed and responded to within the designated time period.
- **Inmate Litigation Unit** - This unit ensures that all inmate litigation directed toward the NJDOC is processed in accordance with the policies and procedures of the NJDOC and the Office of the Attorney General. The litigation staff maintains a working relationship with the Office of the Attorney General during the preparation of legal representation for cases involving the NJDOC; provides support and direction to the litigation liaisons in each correctional facility; and updates and advises the Commissioner on the status and potential impact of pending litigation.
- **Legislative Services** - The unit keeps abreast of proposed and current legislation that may impact the NJDOC and maintains a cooperative and informative working relationship with the state legislature and committee aides, the Governor's Office and the Office of Legislative Services in order to respond to inquiries and requests for constituent assistance, and to provide comments and necessary amendatory language during the process of enacting law. In addition, the unit provides staff with updates regarding legislative initiatives in an effort to track and disseminate any proposed legislation or amendments that may require a position by the NJDOC.
- **Equal Employment Division (EED)** - The NJDOC is committed to providing its employees and prospective employees with a work environment free from discrimination or harassment. The mission of the EED is to ensure compliance with the Policy Prohibiting Discrimination in the Workplace, through dissemination of the policy, training and investigations, and providing remedial action where necessary.

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



Office of the Commissioner

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

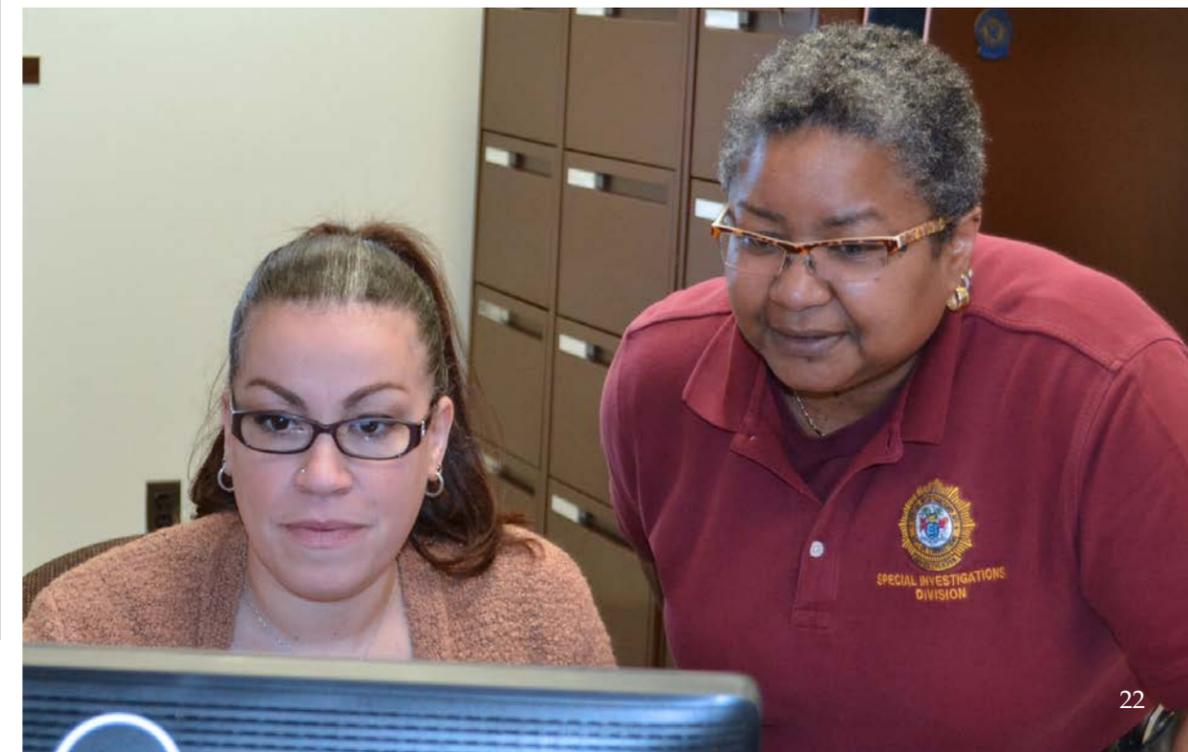
In addition, the EED represents the NJDOC in external discrimination claims before the Division on Civil Rights and the Equal Employment Opportunity Commission. The EED also serves as the Department's representative on the New Jersey Human Relations Council, the New Jersey Affirmative Action Officers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

- **Ethics** - The ethics section of the EED serves as the liaison between the NJDOC and the State Ethics Commission (SEC). The ethics staff is responsible for approving requests and maintaining records involving Outside Activity/ Secondary Employment and Attendance at Events. The ethics staff is responsible for conducting investigations into ethics allegations filed internally with the NJDOC and for training on the Uniform Ethics Code. The ethics section of the EED also is responsible for the annual dissemination of the Ethics Briefing. The Ethics Officer for the NJDOC also represents the NJDOC at statewide quarterly meetings with the SEC.
- **Conscientious Employee Protection Act (CEPA)** - The CEPA section of the EED is responsible for training and conducting investigations under CEPA. CEPA provides that an employer shall not retaliate against an employee who: (1) discloses or threatens to disclose an activity which the employee reasonably believes is in violation of a law, rule or regulation; (2) provides information to, or testifies before, any public body conducting an investigation/hearing into any violation of a law, rule or regulation; or (3) objects to or refuses to participate in any activity, policy or practice that the employee reasonably believes is in violation of a law, rule or regulation, is fraudulent or criminal, or is incompatible with a clear mandate.
- **Employment Litigation Compliance Unit** - The Employment Litigation Compliance section of the EED provides legal support, including guidance, case reviews, discovery and trial assistance, to outside counsel and Deputy Attorneys General with the Department of Law and Public Safety in employment litigation matters involving allegations of discrimination, harassment, retaliation and/or hostile work environments.
- **Office of Employee Relations (OER)** - The OER is comprised of the following units:
 - **Employee Relations/Liaison Unit** - This unit represents the NJDOC at contract negotiations and in the administration of negotiation unit (union) agreements. The unit advises the Commissioner, upper-level managers and unit supervisors regarding the Department's obligations under the collective negotiation agreements as well as the administration of Civil Service Commission rules and regulations as contained in Title 4A of the New Jersey Administrative Code.



- **Hearings and Appeals Unit** - This unit is responsible for hearing all departmental Step-2 level grievances as well as all major and complex departmental disciplinary appeals, including those that emanate from the Equal Employment Division. The unit also provides real-time advice on the preparation and service of disciplinary charges and specifications.
- **Legal Affairs and Training Unit** - This unit represents the NJDOC before the Office of Administrative Law on appeals of major disciplinary actions and releases at the end of working test periods that have been appealed to the Civil Service Commission. The unit assists Deputy Attorneys General in preparing matters involving employee removals. In addition, the unit is charged with representing the Department at all grievance arbitrations, other-interest arbitrations, unfair labor practice charges before the Public Employment Relations Commission, the Joint Union Management Panel and in the Alternate Dispute Resolution Process. The unit provides training to departmental staff in areas such as Hearing Officer Training, Management Representation, Dealing with Problem Employees, appearing before the Office of Administrative Law and other topics on an as-needed basis. Furthermore, the unit staffs the Legal Services coordinator who is responsible to provide annual "Access to the Courts" training to inmate paralegals at each facility, as required by the New Jersey Administrative Code.
- **Special Investigations Division (SID)** - The SID is responsible for investigations into violations of the laws of the State of New Jersey and violations of the Administrative Code by state-sentenced inmates, employees and those individuals who visit NJDOC facilities.

The SID is represented at each facility, where investigators not only conduct all criminal and some administrative investigations, but also act as NJDOC liaisons to all law enforcement agencies. SID investigators 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.



Reviewing an online report are Charleen Cruz (left) and Valisa Leonard of the Special Investigations Division.



Office of the Commissioner

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

- **Drug Interdiction Unit** - This unit employs a computerized drug detection machine to collect and analyze microscopic particles of up to 15 narcotics and up to one-billionth of a gram. Along with the obvious deterrent to drug activity, the NJDOC has made numerous seizures of controlled dangerous substances and witnessed a significant decrease in drug-related inmate disciplinary charges.
- **Corrections Intelligence Center** - Nationally recognized as a leader in correctional gang intelligence, the Intelligence Unit provides gang identification training to thousands of law enforcement professionals across the nation.
- **Fugitive Unit** - Investigators assigned to this unit have worked with the New Jersey State Police Fugitive Unit and dozens of agencies throughout New Jersey and beyond in an effort to remove escaped offenders from the streets. Fugitive cases are conducted with a variety of federal, state and local law enforcement agencies under a formal cooperative relationship with the U.S. Marshals Regional Fugitive Task Force in New Jersey. This unit has been extremely successful, and numerous cooperative apprehensions have been made.
- **Technical Services Unit** - This unit is responsible for the forensic analysis of computers and computer storage devices related to computer crimes or violations of the Department's microcomputer policy. SID investigators continue to provide expert law enforcement skills to the NJDOC as polygraphists and document examiners. The unit also performs forensics examinations on cell phones to assist with administrative and criminal investigations.
- **Professional Standards Unit** - Responsible for conducting investigations involving major disciplinary cases, corruption and criminal cases, the PSU also processes criminal background checks for volunteers, civilian employees and contract vendors. In addition, the unit oversees the Random Drug Policy for Covered Personnel.
- **Analytical Services Team** - The mission of the team is to provide investigative case support while monitoring and identifying suspicious criminal activity. The team develops criminal network charts, analytical products, intelligence bulletins, reports and presentations for both prosecution and command staff.

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 Department of Corrections through a website, social media, the *Inside Corrections* newsletter, annual reports and promotional materials.





Office of the Chief of Staff

The Office of the Chief of Staff administers such instrumental areas as the Division of Programs and Community Services, the Department's fleet of vehicles, policy analysis, research and evaluation, and grants management. The Office of Training, which is responsible for training custody and civilian staff, is also managed by the Office of the Chief of Staff.

Fleet Management Unit

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

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

The FMU prepares all documentation required for the acquisition of new vehicles. It also evaluates special equipment needs, such as security equipment, and coordinates installation. The 24-hour unit assists in the retrieval of disabled vehicles in compliance with Department of the Treasury policy.

Office of Training

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

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, county officer recruit training programs and 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. Additionally, in accordance with the New Jersey Administrative Code, the Office of Training is responsible for overseeing and approving all training for county correctional officers.

The NJDOC training facility is located at the National Guard Training Center in Sea Girt. The programs offered are designed to develop and enhance the skills of employees and 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.



A class of recruits stands at attention while practicing for their commencement ceremony.



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

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

The following units comprise the Office of Training:

- **Correctional Staff Training Academy** – The Training Academy conducts basic training for state correctional police officers with instructors who are certified by the Police Training Commission. Training classes include arrest, search and seizure, appropriate use of force, criminal law, first aid/CPR, weaponry, unarmed defensive tactics, intensive physical conditioning, security concepts, human relations and professional development. The Standards Unit within the Office of Training develops and implements guidelines, curriculum and standards of operation for both basic training and the In-Service Training Program. This unit is also responsible for overseeing methods of instruction, physical training, defensive tactics and other staff development courses offered by the Office of Training.
- **In-Service Training Unit** – This unit is responsible for overseeing and tracking the in-service training programs for all departmental personnel, including executive, management, supervisory, uniformed, non-uniformed, volunteer and contracted-staff. The unit is also responsible for conducting all federal- and state-mandated training, including training mandated by the New Jersey Office of the Attorney General and sponsors trainings offered by the Federal Bureau of Investigation and the Homeland Security National Training Consortium.
- **Custody Recruitment Unit (CRU)** – This unit is responsible for the recruitment, investigation and recommendation of future correction officers. CRU staff members also visit high schools, colleges and job fairs throughout the state on a continual basis to promote career opportunities within the NJDOC and maintain an active pool of candidates.

To qualify for admission into the NJDOC Correctional Staff Training Academy, applicants for Correctional Police Officer must pass the Civil Service Commission Law Enforcement examination. The Civil Service Commission announces the examination approximately every two years – or more often, if necessary. Applications are available on the Civil Service Commission website. Applicants then complete a four-phase pre-employment process that includes an extensive background investigation as well as physical and psychological examinations.



Office of the Chief of Staff

Office of Policy and Planning

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

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

- Prison Rape Elimination Act (PREA) Compliance Unit** - This unit ensures the NJDOC is compliant with the Prison Rape Elimination Act (PREA). This is accomplished through the development, review and revision of internal policies and management procedures that govern the detection, prevention, response and enforcement of a zero tolerance prison sexual assault policy.
- Administrative Policies and Procedures Manual (APPM) Unit** - The APPM Unit is responsible for the generation, distribution and maintenance of NJDOC policy statements and internal management procedures, which are documents that impact the operation of all organizational units under the authority of the Commissioner. Emphasis is placed on the development of standardized policies and procedures that impact the safety and security of the public, staff and inmates. Additionally, the unit provides training of executive staff in the APPM protocol.
- Policy Analysis and Planning (PA&P) Unit** - The PA&P Unit analyzes the impact of proposed legislation that may affect inmate population growth, departmental budgetary needs and NJDOC capital needs. The PA&P Unit also prepares the annual offender characteristics report, which is posted on the NJDOC website, and files concerning inmate population, characteristics, deaths and other data. These files are shared with various criminal justice system agencies.
- Research and Evaluation Unit** - This unit provides statistical support and analysis, including empirical research and program evaluation services, to the various divisions and units within the NJDOC. The primary mission of the unit is to conduct and facilitate action-oriented research that informs and influences policy and practice. The unit also completes the State of New Jersey's annual recidivism report and is responsible for oversight of the Departmental Research Review Board and the Rutgers University/NJDOC internship program. The unit reports annual calendar year individual inmate admission/release data to the Bureau of Justice Statistics for publication in the National Corrections Reporting Program, which is located on the Bureau of Justice Statistics website. Furthermore, the unit is responsible for the completion of the NJDOC Key Performance Indicators monthly report for the Governor's Performance Center.
- Grants Management Unit** - This unit oversees all NJDOC grant activities. Responsibilities include, but are not limited to, the seeking of funding opportunities, technical support to staff developing grant applications, processing of grant applications, fiscal management of grant funds, monitoring of grant activities and grant reporting requirements. Members of the unit's staff also report monthly to the Social Security Administration Prisoner Match Program.

Grant Awards		
Program/Project Name	Funding Source	Award Amount
New Grant Awards		
FFY16 Urban Area Security Initiative	NJ Office of Homeland Security and Preparedness	\$190,226
FY2018 Second Chance Act Addressing the Needs of Incarcerated Parents with Minor Children	Office of Juvenile Justice and Delinquent Prevention	\$721,924
Total New Awards		\$1,037,355
Continuation Grant Awards		
2015 Residential Substance Abuse Treatment-No Return I	Bureau of Justice Assistance	\$45,566
Carl Perkins Vocational	Department of Education	\$188,073
No Child Left Behind Act	Department of Education	\$224,475
FEMA Winter Storm Jonas	Federal Emergency Management Agency	\$200,654
FY2018 Responsible Parenting Program	Department of Health & Human Services	\$550,000
Total Continuation Awards		\$3,204,829
Pending Grant Awards a/o 1/01/18		
SFY18 Law Enforcement Officers Training Equipment Fund	NJ Department of Law & Public Safety	\$103,238
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$500,000
FY2018 State Criminal Alien Assistance Program	Bureau of Justice Assistance	\$4,172,517
Total Pending Awards		\$9,075,949
Total Grant Awards		\$133,181,133



Division of Administration

The Division of Administration is responsible for managing the Department's \$975 million budget. Approximately 20,000 state-sentenced inmates are housed in NJDOC facilities, county jails and halfway houses. The division provides administrative services to support the departmental mission in major areas such as budget and fiscal management, procurement, internal auditing, Deptcor and information technology.

Office of Financial Management

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

The office is comprised of the following bureaus/units:

- **Bureau of Budget and Fiscal Planning** – This bureau compiles annual operating budgets that reflect the needs of the NJDOC, as required by legislative mandate. The bureau provides fiscal analysis of current-year activity and compiles quarterly spending plans that report on the fiscal status of the Department. In addition, it monitors the levels of spending via account/spending analysis; establishes institutional full-time employee (FTE) position caps based on available salary funding; and monitors FTE-filled counts against those FTE caps via preparation of bi-weekly position monitoring reports. Bureau staff directly supports institutional business office staff in fiscal matters as needed for daily operations. The bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls to Deptcor, Agri-Industries and Capital Construction. The bureau's responsibilities also include funding all capital projects and authorizing reimbursements to the counties for the housing of state-sentenced inmates housed in county jails.
- **Bureau of Auditing** – This bureau provides independent financial audits of the trust funds maintained by all of the Department's institutions in accordance with Statements on Internal Auditing presented by the Institute of Internal Auditors. The audits of the trust funds (Inmate Trust Funds, Inmate Commissary Funds and Inmate Welfare Funds) are designed to determine whether non-budgeted fund financial statements comply with generally accepted accounting principles; adequate internal controls exist over the financial operations of the non-budgeted funds; there is adherence to applicable state laws, administrative code, and state, departmental and institutional policies and procedures; and financial transactions are authorized, properly recorded and reasonable.

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

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



- **Institutional Operations Bureau** – This bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls for the business offices in all the institutions. This includes the fiduciary responsibility for all financial information related to inmate accounts. The business offices process inmate payrolls, transact deposits and remits to and from inmate accounts, maintain commissary inventory and account for the merchandise distributed to the inmate population. In addition, the bureau manages the Central Office Revenue Unit. This unit is responsible for processing the revenues collected from offenders for court-imposed fines, penalties and restitution.
- **The Bureau of Procurement and Contract Management** – This bureau provides administrative and technical direction as well as assistance in purchasing for NJDOC programs and facilities, via issuance of internal management policies, procedures, and other guidelines and directives. The bureau procures needed goods and services for Central Office operations, including the Office of Training and Custody Recruitment, and provides support services for the Central Office complex, Deptcor and Agri-Industries procurements. Major contracts are monitored for compliance with terms and conditions.

Office of Information Technology

The mission of the Office of Information Technology (OIT) is to support the agencies technological infrastructure, including the identification and adoption of emerging technologies that improve employee productivity and reduce operating costs.

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

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

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.

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

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



Division of Administration



Deptcor operates 18 shops and offices that employ hundreds of inmates from 10 correctional facilities

Deptcor operates 18 shops and offices employing between 700 and 800 inmates from 10 state correctional facilities. A wide range of products, including baked goods, bedding, clothing, wood products, concrete products, ergonomics products, furniture, license plates, metal fabrication, printing and graphics, and signage, are manufactured in the industrial operations under the Deptcor label, and they are sold only to tax-supported agencies, institutions and units of state, county and municipal governments.

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

On-the-job training allows inmates to gain practical experience while learning marketable skills. Deptcor places the same demands on inmates that all industries require of their employees. Inmates develop a sense of responsibility toward their jobs, pride in their work and a feeling of self-worth.





Division of Operations

The Division of Operations, which is overseen by the Deputy Commissioner, is responsible for 13 institutions. 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, and Edna Mahan Correctional Facility for Women is comprised entirely of females at all levels of security. The Mid-State Correctional Facility is the Department's first licensed, clinically driven drug treatment program. This division also manages such services as Agri-Industries, classification, transportation, capital planning and construction, health and medical, and the Special Operations Group.

Agri-Industries

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

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

Agri-Industries has meat and produce processing plants at South Woods State Prison. The meat plant produces an array of items, which include, but are not limited to, ground beef, hamburger patties, meat loaf, minute steaks, and poultry and pork products. The produce plant prepares packaged salads and processes fruits and vegetables for the regional production kitchen at South Woods State Prison as components for daily meals.

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

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



The Central Transportation Unit logs an average of 150,000 miles per month transporting inmates.



Capital Planning and Construction Unit

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

The unit also assists with the budget for presentation to the New Jersey Commission on Capital Budgeting and Planning, and reflects the new and/or additional funding needs of the Department for capital projects. In addition, it also is responsible for prioritizing the capital needs for each correctional 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 the Treasury to assist client agencies in the planning, design and administration of small construction projects, in developing scopes of work for major capital construction projects and in the investigation of infrastructure-related problems.

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

Central Medical/Transportation Unit

Central Transportation Unit (CTU) –The CTU's mission is the safe and secure intrastate transportation of state-sentenced inmates. The CTU main office is located on the grounds of the NJDOC Central Office, and includes seven satellite units located at prisons across the state. In addition, the unit has two holding cells, one at St. Francis Medical Center and one at Garden State Youth Correctional Facility.

Central Transportation logs an average of 150,000 miles per month transporting an average number of 5,000 inmates per month for court appearances and remand returns from court; medical appointments; civil litigation not involving their incarceration, inter-institutional transfers (transfers from state-to-state facilities); halfway house placements (state facility to assessment center and assessment center to halfway house); transfers of state-committed inmates from county jails into the state system; emergency transfers; and Adult Diagnostic and Treatment Center psychological evaluations and hearings. The unit also provides transportation services to all other federal, state and local law enforcement agencies throughout New Jersey, including special treatment units.

An established team of truck drivers is responsible for ensuring the safe movement and delivery of inmate personal property as inmates are transferred throughout the state correctional system and to halfway house locations.

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

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



Division of Operations

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

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

- **Inmate Labor Program** – The program is responsible for providing inmate labor support to municipalities, governmental agencies and community-based non-profit organizations. Both state and municipal government agencies, including Transportation (DOT), Human Services (DHS) and Environmental Protection (DEP), utilize inmate labor support in an effort to reduce operational costs and save tax dollars. Approximately three dozen labor teams provide service, five days a week, to a majority of New Jersey counties statewide. Seven details from various institutions are assigned as needed daily (Monday-Friday) to provide landscaping, janitorial work and complete special projects for the DHS developmental centers. In addition, 13 details from various institutions are assigned daily (Monday-Friday) to provide landscaping, janitorial work and complete special projects for various institutions/facilities within the NJDOC. Details from Bayside State Prison and/or Garden State Youth Correctional Facility were assigned to the EPA Clean Shores detail, as needed.

Twenty-five details from the various institutions were assigned as needed daily (Monday-Friday) to provide support to the DOT in maintaining highway litter cleanup and close cut landscaping.

Central Operations Desk (COD)

The COD is the NJDOC’s centralized communications center that coordinates the recording and notifications of all unusual departmental incidents 24 hours per day, seven days per week. As the COD receives and logs information about significant events, it reports each incident through the chain of command and serves as the liaison between Central Office and the NJDOC facilities.

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



Classification Support & Training/Auditing Units

- **Classification Support Unit** – This unit is responsible for providing support and direction in various classification tasks, including max date sentence calculation support to institutional staff, assisting staff with special projects related to modifications in statute, providing on-site training as needed, conducting institutional audits, and seeking and implementing new or revised procedures based on new legislation. The unit provides technical support to Central Office staff in the area of classification. In addition, the unit is responsible for investigating and responding to correspondence associated with offender complaints.

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

- **Training/Auditing Unit** – This unit provides formalized training to all existing and new classification staff members, and issues annual training updates relating to new laws and regulations that impact classification of the state’s inmates. Training plans have been created to establish operational uniformity and standardization of classification processes at all facilities.

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

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

Field Services Unit

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

The FSU has several areas of administrative responsibility:

- **Food Service Management** – Efforts to control the NJDOC food expenditures are coordinated. Using the central menu, the FSU works with Agri-Industries food production plants, the Deptcor bakery, the New Jersey Department of the Treasury Purchase Bureau and the Distribution and Support Services in establishing contracts with vendors to monitor and manage food costs at each institution.



Division of Operations

- **South Woods Central Food Production Facility** – The unit manages the operation of the food production plant. This cook-chill facility has been a valuable resource to the NJDOC, providing 28 different meal components to each correctional facility, totaling 2.6 million portions each month. The cook-chill meal production process has provided increased production of meal components using larger batches and longer product shelf life and saved money by purchasing ingredients in bulk and standardizing meal quality. Management of this operation requires developing new products and coordinating product expansion with NJDOC facilities. It also requires accounting for inventory control and product distribution with Deptcor warehouse and trucking operations, Agri-Industries’ produce and meat processing plants, and the Department of the Treasury Purchase Bureau and Distribution and Support Services.
- **Nutritional Consultation Unit** – This unit is responsible for developing and promoting quality nutritional care services based on the overall needs of the inmate population in accordance with policies, procedures, practices, guidelines, licensure, legislation and standards of professional practice. The consulting dietitian plans and coordinates efforts with NJDOC clinical dietitians to ensure that individual therapeutic nutritional needs are met.
- **Child Nutrition Program** – The program ensures that the NJDOC meets state and federal guidelines required to participate in the Child Nutrition Program, and that the consulting dietitian conducts audits of the participating facilities and fulfills the necessary monthly reporting requirements to the Department of Agriculture’s Bureau of Child Nutrition.

Health Services Unit

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

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



Acting Commissioner Hicks examines the equipment at the food production plant at South Woods State Prison.



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 on the Governor’s AIDS Advisory Council, Hepatitis C Advisory Panel and the New Jersey Mental Health Planning Council. The unit also serves as a link to professional colleagues regarding correctional healthcare matters on a regional and national basis.

Office of Substance Abuse Programming and Addiction Services

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

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

- **Addiction Assessment and Treatment Referral** – This office screens all NJDOC jurisdiction offenders for level and severity of addiction to make appropriate treatment referrals. The instrument used for this purpose was converted from the research-supported Addiction Severity Index (ASI) to the correctional research-based Texas Christian University Drug Screening-V (TCUDS-V) tool midway through 2016. Trained healthcare staff members conduct the TCUDS-V screening interviews at the NJDOC’s intake facilities. Treatment referrals are made to the classification committee based on the assessment findings and other criteria.
- **Licensed Substance Use Disorder Program** – The NJDOC has partnered with the New Jersey Department of Human Services, Division of Mental Health and Addiction Services, to create licensed Substance Use Disorder (SUD) programs tailored specifically for correctional settings. In April, the Department reopened Mid-State Correctional Facility as the first clinically driven Substance Use Disorder treatment program in the state for male offenders with moderate to severe alcohol and/or drug addiction issues. An equivalent SUD program is offered for female inmates at Edna Mahan Correctional Facility for Women. Through OSAPAS, an offender can receive SUD treatment when he or she is identified, assessed and referred to one of the contracted in-prison SUD programs. As part of this undertaking, OSAPAS is responsible for maintaining the SUD Program Eligibility List, which ensures that offenders who are identified and in need of SUD treatment are given every opportunity to be placed in the program once a bed becomes available. A multi-phase approach utilizes enhanced or graduated levels of care in SUD treatment services. This process can include long-term residential, short-term residential, intensive outpatient and outpatient treatment services, which can be addressed through varying levels of NJDOC custody and through reentry into society. In addition, as of January 2016, licensed outpatient programs are available at designated Residential Community Release Programs to address the needs of offenders in halfway houses.
- **Self-Management and Recovery Training (SMART Recovery)** – SMART Recovery is an evidence-based, Cognitive Behavioral Therapy-based program that addresses any identified problem behavior, including substance use disorder. The program allows participants to identify what their problems are and how they can proactively work to change the behavior by evaluating thoughts, feelings and triggers connected to the behavior. The program is secular and offers an alternative to the non-secular fellowship programs.



Division of Operations

- **Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) support groups** – The NJDOC contracts for alternative services that include both AA and NA support groups at each facility. Contract vendor staff provides education to offenders in AA and NA support groups and to monitor in-house AA and/or NA meetings on a weekly basis. The contract vendor utilizes the 12-step education modules in its core curriculum as well as educational materials that outline the principles and traditions associated with AA. It is the goal of the psycho-educational program for each participant to leave having acquired an understanding of substance-use disorder prevention resources and use them, for example, to make pro-social lifestyle decisions. These skills include problem recognition; acceptance and responsibility of lifestyle changes and decisions; and the realization that each participant must be accountable for choices in life and that there are resources available, if needed.
- **Living in Balance** – The Living in Balance approach is a research-based, psycho-educational program designed as a practical instructional system for conducting treatment sessions for persons who abuse or are addicted to alcohol and other drugs of abuse. The Living in Balance client sessions are facilitated by professionals who are trained to provide treatment services through the Living in Balance curriculum.
- **Responsible Parenting Program** – The Responsible Parenting Program is an interdepartmental initiative that seeks to encourage family reunification and responsible parenting behavior and actions through specific interventions and assistance strategies. The two primary components are: 1) assistance to offenders with active child support orders in the preparation and submission of pro se modification applications, and 2) the delivery of a parenting curriculum for program participants.
- **Engaging the Family** – The Engaging the Family program recruits the spouse/committed partner and children of offenders under its jurisdiction as allies in an effort to end the criminal and addictive lifestyle of their loved ones. Case managers facilitate relationship strengthening, parenting and financial literacy, along with substance abuse education workshops. The case managers also assist the offender in establishing specific links to social and drug treatment services in preparation for release and additionally act as a resource to the ex-offender and family post-release.

Immigration Services and the Office of Interstate Services

- **Immigration Services** – Immigration Services monitors foreign born inmates, and provides release notification to Immigration and Customs Enforcement (ICE), in accordance with the Attorney General’s directive.
- **Interstate Services** – The office is responsible for administering all matters under the Interstate Corrections Compact, Interstate Agreement on Detainers and International Transfer treaties. This includes the negotiation of contracts to ensure compliance from each party state, the review and acceptance of reciprocal transfers, the development of assurances from other countries, interpreting state and federal statutes 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 an alternative to long-term restrictive housing placement.

The Office of Interstate Services also acts as liaison with the State Parole Board, ensuring that pre-parole packages are processed in a timely manner, in compliance with the Administrative Code, and cooperates in legislative and reentry initiatives, including the parole contract. Staff members from this unit also coordinate efforts with the State Parole Board and Juvenile Justice Commission to ensure that juveniles housed within the Department are afforded due process rights regarding their more expansive opportunities to be heard by the State Parole Board as well as issues relating to terms of post-incarceration supervision.

Release Notification Unit - Central Office

The Release Notification Unit oversees and supervises the institutional release and prosecutor notification processes for all offenders sentenced to the custody of the NJDOC. The unit ensures that all offenders with convictions for current and/or prior sex offenses are properly identified and registered under the terms of Megan’s Law and that those identified as potential predators are referred for civil commitment evaluation in accordance with the Sexually Violent Predator Act. The unit also ensures that offenders with psychiatric histories are identified and reviewed for general forensic commitment. The Release Notification Unit is responsible for a computerized tracking system developed to monitor the movement of approximately 3,200 convicted sex offenders or individuals with mental health issues 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 corrections system.

The unit serves as a liaison in conjunction with institutional staff and representatives from outside agencies, including the Deputy Attorney General, county prosecutors and the New Jersey State Police, to clarify problem cases to resolution involving Category 1 offenders, civil commitment, alerts, notification packages, Megan’s Law registration, “Under Act,” housing, treatment programs and the release process. Additionally, with the authority of the Office of the Attorney General, this unit oversees the interface between Livescan and Offender Watch.



Among those joining Acting Commissioner Hicks for a meeting of the minds are Acting Chief of Staff Suzanne Lawrence (left) and Deputy Commissioner Bettie Norris (center).



Division of Operations

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 to the State of New Jersey's Office of Emergency Management and maintains mutual aid agreements with local, state and federal law enforcement agencies.

The Special Operations Group is comprised of several units.

- **Special Operations Response Team (SORT)** - SORT consists of 13 operators that are trained in the following roles and skill sets: EMTs, breachers, marksmen, chemical agents, defensive tactics, repelling, Security Threat Group (STG) identification, mobile field force and tactical operators.
- **Correctional Emergency Response Team (CERT)** - CERT consists of 150 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary duties are large-scale disturbance control, tactical search operations, large-scale support of the New Jersey State Police and Office of Emergency Management, and support functions of SORT.
- **Chemical Ordnance Biological Radiological Aid Unit (COBRA)** - COBRA consists of 60 regionally based hazardous materials (Hazmat) technicians, Hazmat specialists and Hazmat operation custody staff members. The COBRA unit is primarily equipped to perform gross, technical and tactical decontamination during Hazmat incidents. The COBRA Unit is prepared to respond to, and mitigate, internal hazardous material incidents as well as support State Hazardous Material Response Units when requested to do so.
- **Canine Unit** - This unit is deployed throughout the state on a daily basis. The Canine Unit consists of two supervisors, 13 handlers and a total of 27 canines. The unit can perform a variety of tasks, from narcotic searches of people and property to the tracking of criminals as well as missing persons. Other functions include explosive device detection, cellular phone detection, tobacco detection, evidence recovery, criminal apprehension, and passive and aggressive scent detection. The unit also provides demonstrations to schools and civic organizations.
- **Special Search Team (SST)** - SST is comprised of approximately 60 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary function of the SST is tactical search operations. The members of SST will be deployed to facilities throughout the state, when needed, accompanied by members of the SORT and the Canine Unit. SST is equipped with the appropriate tools needed during a large-scale search.
- **Office of Emergency Management (OEM)** - OEM provides the basis for coordinated emergency operations planning throughout the Department prior to, during and after a disaster or emergency. OEM establishes the architecture for a systematic, coordinated and effective departmental response to emergencies and/or disasters that may tax or exceed a facility's resources and capabilities. OEM also sets forth guidance, policies and procedures for the Department in its development of emergency plans and its support of emergency management activities.



SOG members who assisted with the relief effort after Hurricane Michael ravaged parts of Georgia included (from left) Senior Correctional Police Officer Michael DiGenni, Correctional Police Sergeant Kevin McGowan and Correctional Police Lieutenant Clay McClain.



- **Departmental Firearms Unit** - This unit consists of two certified armorers and a supervisor. The unit's duties include overseeing the repair and maintenance of all NJDOC firearms, and providing tactical and technical support to NJDOC regional ranges, academy ranges and all NJDOC facilities throughout the state.
- **Critical Incident Negotiation Team (CINT)** - CINT consists of both custody and civilian NJDOC staff. These negotiators have been trained and certified by the FBI and have the necessary equipment and experience to carry out negotiations during critical incident situations.
- **Enhanced Security Transportation Unit** - This unit coordinates high-risk transports, including court trips, medical trips and transfers from county jails. The unit also coordinates transportation with outside agencies and out-of-state Departments of Corrections.
- **Forward Area Strike Team (FAST)** - The FAST team is a 25-member unit designed exclusively around the mitigation of any lethal threat both internally and externally. The team consists of a Unit Commander and three, eight-person regionalized teams. Each team consists of a Team Leader and the following elements: K9 Patrol, Designated Marksmen, EMT, Breacher, Ballistic Shield Operator, Special Investigator and Tactical Communications. The teams train for both specific and non-specific threats in skills such as room clearing and ballistic searches inside secured facilities. Each member is equipped for a specialty; however, all members are cross trained on all equipment.

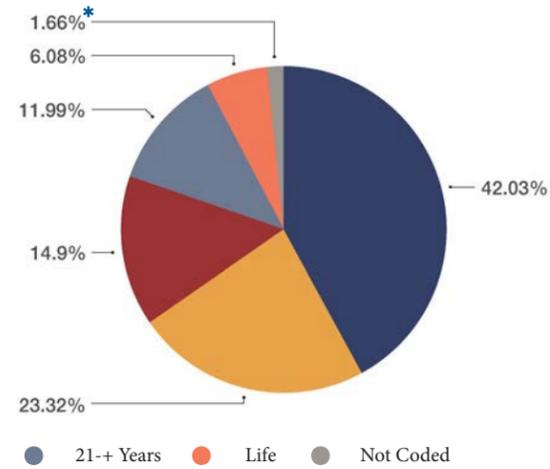


Division of Operations

Inmates by Total Term

January 2, 2019

1-5 Years	42.03%
6-10 Years	23.32%
11-20 Years	14.90%
21+ Years	11.99%
Life	6.08%
* Not Coded	1.66%



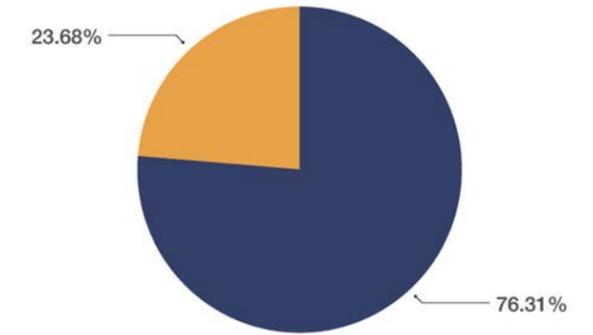
● 1-5 Years ● 6-10 Years ● 11-20 Years ● 21+ Years ● Life ● Not Coded



Inmates with

January 2, 2019

Mandatory Minimum Term	76.31%
Non-Mandatory Minimum Term	23.68%

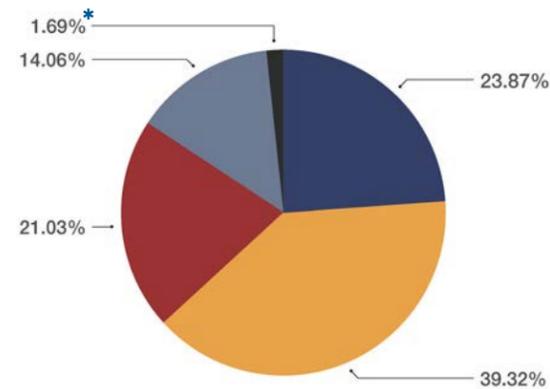


● Mandatory Minimum Term ● Non-Mandatory Minimum Term

Inmates by Custody Status

January 2, 2019

Close / Max	23.87%
Medium	39.32%
Minimum / Gang Minimum	21.03%
Community	14.06%
* Not Coded	1.69%

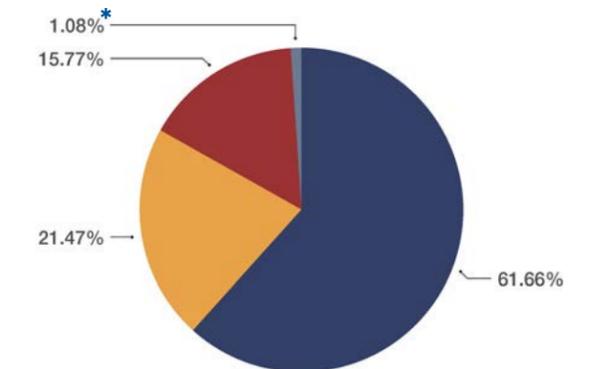


● Close / Max ● Medium ● Minimum / Gang Minimum ● Community ● Not Coded

Inmates by Race / Ethnicity

January 2, 2019

Black	61.66%
White	21.47%
Hispanic	15.77%
* Other / Not Coded	1.08%

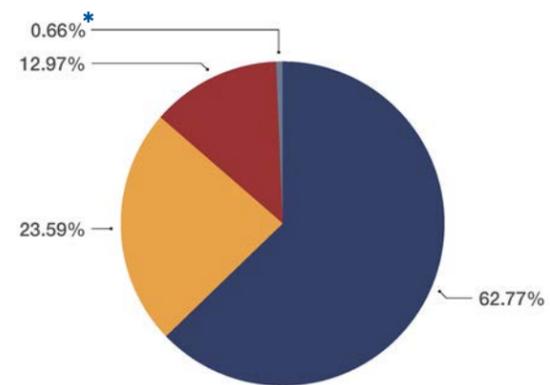


● Black ● White ● Hispanic ● Other / Not Coded

Inmates by Offense Type

January 2, 2019

Violent	62.77%
Non-Violent	23.59%
Drugs	12.97%
* Not Coded	0.66%

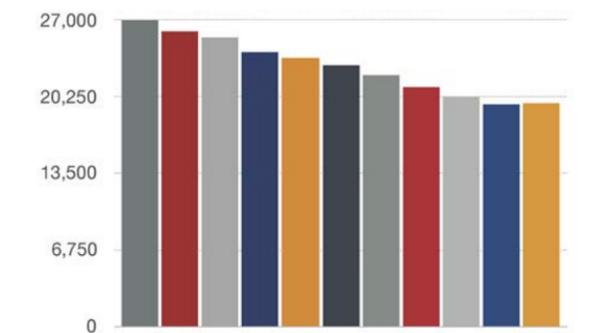


● Violent ● Non-Violent ● Drugs ● Not Coded

Jurisdictional Inmate Population

January 2, 2019

2008	26,939
2009	26,009
2010	25,518
2011	24,228
2012	23,662
2013	22,993
2014	22,125
2015	21,077
2016	20,158
2017	19,573
2018	19,626



● 2008 ● 2009 ● 2010 ● 2011 ● 2012 ● 2013 ● 2014 ● 2015 ● 2016 ● 2017 ● 2018

* Information being compiled at the time of publication.



Correctional Institution Locations

Adult Diagnostic and Treatment Center

P.O. Box 190
Avenel, New Jersey 07001
Middlesex County
732-574-2250
Year opened: 1976
Population as of December 31, 2018: 463

Albert C. Wagner Youth Correctional Facility

P.O. Box 500
Bordentown, New Jersey 08505
Burlington County
609-298-0500
Year opened: 1934
Population as of December 31, 2018: 627

Bayside State Prison

4293 Rt. 47
Leesburg, New Jersey 08327
Cumberland County
856-785-0040
Year opened: 1970
Population as of December 31, 2018: 1,438

Central Reception and Assignment Facility

P.O. Box 7450
Trenton, New Jersey 08628
Mercer County
609-984-6000
Year opened: 1997
Population as of December 31, 2018: 542

East Jersey State Prison

Lock Bag R
Rahway, New Jersey 07065
Middlesex County
732-499-5010
Year opened: 1901
Population as of December 31, 2018: 1,232

Edna Mahan Correctional Facility for Women

P.O. Box 4004
Clinton, New Jersey 08809
Hunterdon County
908-735-7111
Year opened: 1913
Population as of December 31, 2018: 609



Garden State Youth Correctional Facility

P.O. Box 11401
Yardville, New Jersey 08620
Burlington County
609-298-6300
Year opened: 1968
Population as of December 31, 2018: 1,216

Mid-State Correctional Facility

P.O. Box 866
Wrightstown, New Jersey 08562
Burlington County
609-723-4221
Year opened: 1982
Population as of December 31, 2018: 674

Mountainview Youth Correctional Facility

31 Petticoat Lane
Annandale, New Jersey 08801
Hunterdon County
908-638-6191
Year opened: 1929
Population as of December 31, 2018: 629

New Jersey State Prison

P.O. Box 861
Trenton, New Jersey 08625
Mercer County
609-292-9700
Year opened: 1836
Population as of December 31, 2018: 1,512

Northern State Prison

P.O. Box 2300
Newark, New Jersey 07114
Essex County
973-465-0068
Year opened: 1987
Population as of December 31, 2018: 2,433

Southern State Correctional Facility

4295 Route 47
Delmont, New Jersey 08314
Cumberland County
856-785-1300
Year opened: 1983
Population as of December 31, 2018: 1,698

South Woods State Prison

215 Burlington Road South
Bridgeton, New Jersey 08302
Cumberland County
856-459-7000
Year opened: 1997
Population as of December 31, 2018: 3,340



Division of Programs & Community Services

The Division of Programs and Community Services enhances public safety through the development, coordination, administration and delivery of institutional and community-based programs and services for offenders, including academic and vocational educational programs, library (lending and law) services, chaplaincy services, transitional and social services. Other specialized services include victim assistance and assistance with applying for the Intensive Supervision Program (ISP) – a program offered through the Administrative Office of the Courts that provides alternative intermediate forms of community-based correctional supervision, allowing some offenders to serve the remainder of their sentences outside the traditional prison setting. Additionally, in an effort to provide the offender preparing for release with a gradual and supported transition from corrections to community, the division contracts with private and non-profit providers throughout the state to provide community-based residential treatment and work-release programs. The division is also responsible for the quality assurance inspections of county jails and municipal detention facilities.

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.

Responsibilities of the Office of Victim Services include, but are not limited to:

- Offering guidance to departmental administration and staff in matters related to victim/witness assistance, including programs, policy development and implementation, and providing recommendations specific to the implementation of core victim's rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.
- Providing assistance to victims of crime regarding status and the location of inmates, serving as a referral agent to assist with obtaining community resources and acting as a liaison between victims, families of victims, the NJDOC and the offender. Inquiries often include assistance with court-order restitution, community release impact statements, sentencing information and notification methods and requirements.
- Providing programs that serve to educate the offenders on the impact of the crime they have committed on victims, the community and their own families. The Focus on the Victim Program (FOV) offered to the offender population places emphasis on restorative justice, empathy building, offender accountability and making amends. *In 2018, 305 participants enrolled in FOV, of which 73% percent completed the program.*



- HEARTS Program (The Heal and Empower those overcoming Abuse and Rape Through Support) is a trauma recovery-based program offered to the female offender population. This 12-week program focuses on the impact sexual abuse has on its victims and survivors. *In 2018, 26 participants enrolled in HEARTS, of which 58% percent completed the program.*
- Enhancing education, awareness and support for the NJDOC employees and the community at large through presentations on understanding victims' needs, enhancing skills for dealing with stress and trauma experienced by victims, recognizing the importance of sensitivity toward victims, and assisting victims with coping skills that will aid in their process of healing and improving upon their lives.
- Active participation in state, county and other local victim-related meetings and functions, in addition to networking with national, state and local victim service providers to ensure the victims are afforded rights and services under federal, state and local laws.
- The Critical Incident Stress Management Program responds to traumatic incidents that may adversely impact an employee's ability to function both at the time of the event or later. *In 2018, the Office of Victim Services responded to 296 telephone calls from victims.*

Office of Volunteer Services

NJDOC volunteers support the overall mission of the Department and are essential in the effective delivery of programming and supportive services for the offender population. The office is responsible for facilitating the recruitment, processing, training and evaluation of NJDOC volunteers according to guidelines established within the Volunteer Service Manual. Volunteer Coordinators in each institution help recruit, train and support individuals throughout the community who seek to volunteer in areas such as religious services, education, community programming and recreational services among many others.

In 2018, the NJDOC had a monthly average of 542 educational volunteers. These dedicated individuals visited correctional facilities 6,947 times and performed a total of 14,569 hours of service. In addition, the NJDOC had a monthly average of 653 approved religious services volunteers who visited correctional facilities 12,899 times and performed a total of 25,851 hours of service.

Office of Community Programs

The mission of the NJDOC Office of Community Programs is to prepare offenders to reenter society as productive citizens and to reduce the likelihood that they will relapse and/or recidivate. To that end, the office contracts with private not-for-profit agencies and provides effective administration of the contracts. The contracts provide the framework for the provision of community-based services to inmates and mandates oversight and monitoring for the 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.



Division of Programs & Community Services

The Office of Community Programs currently has 14 contracts that provide an extensive variety of assessments, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. The contracts provide services in 16 locations throughout the state. Five programs are pre-release work release programs; eight are substance use disorder treatment programs that focus on sobriety and group dynamics; one provider is dual service and provides both drug treatment and work release; one special needs program; and two assessment and treatment centers that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident prior to their assignments to an RCRP.

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

- **Assessment and Treatment Centers** - Provides 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 Programs, Special Needs Programs and/or Mutual Agreement Programs.
- **Special Needs Programs** - The focus of these programs is the provision of specialized health service needs for inmates with mental health issues. Once treatment needs are met, participants may be eligible to participate in a work release component.
- **Correctional Treatment Programs** - The focus of the Correctional Treatment Programs is the provision of services that will provide the tools for inmates with treatment issues to reenter society as productive and sober members. These programs utilize the assessments provided by the Assessment and Treatment Centers as well as the assessments performed during an inmate's incarceration to create a seamless continuum of care for inmates with substance use issues. Ongoing assessments are performed throughout the inmate's stay to determine progress in treatment. Additionally, when an inmate has completed the treatment portion of the RCRP stay, he or she is generally eligible to seek employment.
- **Work Release Programs** - The focus of the 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.

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



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

- **Office of County Services** - As required by state statutes, the Office of County Services conducts annual inspections of the 22 county correctional facilities. In addition to county jail inspections, NJDOC is responsible for ensuring the biennial inspection of approximately 469 municipal detention facilities 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.

Responsibilities of the Office of County Services include, but are not limited to, assessing the operation of all county work release programs, reviewing and responding to inquiries from state-sentenced inmates confined in county correctional facilities, and delivering technical assistance to county correctional wardens/administrators and police chiefs concerning the revision, development and/or implementation of any policy, procedure or written protocol required by the NJAC. *In 2018, 237 municipal detention facilities were inspected.*

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

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



Acting Commissioner Hicks shares a smile with Iman Hesham Aly during a visit to East Jersey State Prison.



Division of Programs & Community Services



Acting Commissioner Hicks and East Jersey State Prison Administrator Patrick Nogan are joined by a recent graduate.

The Office of Chaplaincy Services ensures that the correctional institutions are providing appropriate and diverse faith-based services, programming and outreach for the offender population. Each of the institutional Chaplaincy Services programs is supported by chaplains and a network of religious service volunteers and mentors who are essential in ensuring that the offender population is afforded the opportunity to practice their respective faiths while incarcerated.

Office of Educational Services

The mission of the Office of Educational Services is to provide student inmates with academic, vocational and life-skills programming. The NJDOC regards correctional education as a critical component to assisting offenders with reentry into society. Staff members supervise, support and ensure delivery of educational services, including law library services and educational volunteer services.

Unlike a traditional school setting, the NJDOC follows an open-entry, open-exit policy. Students enter or exit classes according to their educational needs and entrance to the facility. The educational programs are consequently dynamic, individualized and aligned with the Common Core standards (now known as the New Jersey Student Learning Standards). Each of the Department's main facilities holds a graduation ceremony annually to celebrate student achievements.



The NJDOC operates these major programs:

- High School Diploma Program** - All youth offenders under age 20, as well as those under age 21 with an Individual Education Plan (IEP), are provided traditional high school coursework, including mathematics, social studies, language arts, science and enrichment classes. Students earn credits from their home school districts toward the fulfillment of their high school diplomas. Youth students are mandated to attend such coursework until they reach an ineligible age. *In 2018, 69 high school diplomas were awarded.*
- Adult Basic Education and High School Equivalency Program** - The NJDOC is mandated to provide a course of education to any interested potential student. Adult students are afforded the opportunity to enroll in education to attain their high school equivalency (HSE) diploma. Adult basic education programs with certified teachers are available at all correctional facilities. *In 2018, 275 students passed the high school equivalency examination, which reflects a 78% percent passing rate.*
- Career and Technical Education Program** - The NJDOC offers career and technical education programs that teach vocational skills, such as building trades, electrical trades and culinary arts training. Students earn industry-recognized certifications upon completion of these programs, which they can use toward securing gainful employment upon release. The two newest additions are the green technology and carpentry programs offered at the Edna Mahan Correctional Facility for Women. *In FY 2018, approximately 8,000 industry certifications were awarded.*
- Post-Secondary Education** - In addition to incarcerated men and women having access to post-secondary education through college correspondence courses, NJDOC partners with a consortium of colleges and universities through the New Jersey Scholarship and Transformative Education in Prisons to provide a post-secondary degree to incarcerated men and women. The program operates in seven correctional facilities through the Second Chance Pell Grant Pilot. The VERA Institute of Justice oversees the implementation of this initiative. *In FY 2018, 594 inmates were enrolled in post-secondary programs, which include associates degrees, bachelors degrees and correspondence courses.*
- Promoting Responsibility in Drug Education (PRIDE)** - The Office of Educational Services is responsible for oversight of the community outreach program known as Project PRIDE. This program brings minimum custody offenders, escorted by correction officers, into middle and high schools or other agencies to talk about their personal experiences with drugs and alcohol. Young people have an opportunity to hear real-life stories and to consider the consequences of substance abuse. The program is designed to reduce the appeal of drugs and alcohol and to promote responsible decision-making skills. *In 2018, 154 PRIDE sessions were completed, and 33,413 students attended PRIDE presentations.*



Senator Cory Booker emphasized the importance of education when he spoke to offenders during a visit to Albert C. Wagner Youth Correctional Facility. The Senator was accompanied by Acting Commissioner Hicks.



Division of Programs & Community Services

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

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

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

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

- **Thinking for a Change (T4C)** – T4C is a cognitive behavioral program endorsed by the National Institute of Corrections as a best practice approach for reducing recidivism. The goal of the program is to effect change in offender thinking so offenders can change their behavior. It assists offenders in breaking the cycle of incarceration by teaching them how to think before they react, how to build positive relationships and how to think about things in a positive way. *In 2018, 892 participants enrolled in T4C, of which 88% percent completed the program.*
- **Successful Transition and Reentry Series (STARS)** – STARS is a release preparatory program designed to address each major reentry barrier faced by the returning offender. Topics include employment, housing, transportation, education, family reunification and finances. STARS assists offenders in breaking the cycle of incarceration, addresses possible barriers associated with the reentry process, teaches offenders how to build positive family relationships, prepares offenders to join the workforce, and helps to develop effective problem-solving, communications and life skills. It also provides offenders with vital resource information for services in the community. *In 2018, 1,270 participants enrolled in STARS, of which 88% percent completed the program.*



- **Cage Your Rage for Men (CYR-M) and Cage Your Rage for Women (CYR-W)** – CYR is an anger management program 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. *In 2018, 897 participants enrolled in CYR, of which 87% percent completed the program.*
- **Successful Employment through Lawful Living and Conflict Management (SEALL)** – SEALL is a job retention program with a specific focus on maintaining employment and addressing on-the-job conflict. The program prepares offenders to address possible barriers to employment, how to build positive working relationships and how to develop effective problem solving and communication skills. *In 2018, 1,669 participants enrolled in SEALL, of which 91% percent completed the program.*
- **Helping Offenders Parent Effectively for Men (HOPE) and Helping Offenders Parent Effectively for Women (HOPE-W)** – HOPE is a parenting program offered by NJDOC. The goal of the program is to help participants become responsible parents, even while incarcerated, with the ultimate goal of reducing the rate of incarceration by offenders learning to positively influence their own children to live law-abiding lives. HOPE is designed to enable offenders to recognize the importance of accepting responsibility for their children and increasing their ability to be self-sufficient by beginning to take control of their lives. *In 2018, 566 participants enrolled in HOPE, of which 90% percent completed the program.*
- **Family Reunification and Transition (FRAT)** – FRAT is a program that focuses on recognizing that many offenders leave prison without developing a plan for rebuilding family relationships or without an understanding of their family's expectations upon their return. FRAT is designed to assist offenders as they begin the process of reconnecting with their family members by addressing past and present behaviors and preparing for changes in the family that could affect the offender's transition. *In 2018, 1,339 participants enrolled in FRAT, of which 89% percent completed the program.*

OTS Special Services

- **Fair Release and Reentry Act** - The Fair Release and Reentry Act (FRARA) of 2009 is intended to provide exiting offenders with a comprehensive information packet to aid in their successful re-integration into society. The FRARA portfolio includes a temporary release photo ID, final discharge paperwork, a copy of current criminal charges, remaining account balance, final trust account statement and a medical records summary.

Where applicable, released inmates will also be provided with notification of active warrants/detainers, NJ Transit bus tickets (if purchased), any necessary medical referrals, and a two-week supply of medication.

Information is also provided on the right to vote, records expungement process, child support/custody, community-based resources and State Parole Board Certificate of Rehabilitation application, as well as a host of other pertinent reentry related materials.

Additional services provided by the Office of Transitional Services include:

- **Project Storybook** – This program gives incarcerated mothers the opportunity to read and record books on a CD to be gifted and distributed to their children. *In 2018, 146 CDs were recorded and sent home to children.*
- **Mother/Child Visitation Program** – This program allows inmate mothers to visit with their children at Edna Mahan Correctional Facility for Women (EMCFW). The Mother/Child Visitation Program provides transportation for children from a pickup point in Camden, Mercer, Middlesex, Union, Essex, Monmouth, Bergen, Passaic Hudson and Morris counties. *In 2018, 126 Mother/Child visits were held, with the participation of 47 mothers and 107 children.*



Division of Programs & Community Services

- **Saving Our Sisters (S.O.S.)** - This program is a joint effort between the NJDOC and the New Jersey Department of Law and Public Safety, State Office of Victim-Witness Advocacy. It provides services under the Violence Against Women Act (VAWA). The goals of the program are to reduce the negative impact of past domestic violence and sexual victimization of female inmates, and to reduce the risk of future victimization of the female victims of domestic violence, upon their release from prison.

S.O.S. accomplishes this goal by providing specialized in-prison domestic violence/sexual assault counseling and support services in both English and Spanish, and linking S.O.S. program participants to appropriate post-release community-based support services.

- **Psychoeducational Programing** - NJDOC provides a two-part training to be taken in sequence or independently, titled Understanding Domestic Violence and Healthy Relationships. The first training, Understanding Domestic Violence, provides a basic understanding of abuse and power by exploring why people chose to abuse and defining the impact of trauma. The second, Healthy Relationships, offers participants the opportunity to further evaluate past and present relationships by exploring feelings of self-esteem and traits of healthy relationships. *In 2018, 89 inmates participated in Understanding Domestic Violence, 14 inmates participated in Moving Forward (phased out FY 2019), and 51 inmates participated in Healthy Relationships.*
- **Individual Counseling** - Offenders who identify as a past and/or present victim of intimate partner violence are offered the opportunity to participate in individual counseling sessions. Therapy sessions are facilitated by a licensed clinical social worker and may be utilized as a sole treatment service or in conjunction with other treatment services. *In 2018, 152 counseling sessions were held.*

The New Jersey Department of Corrections is proud to share its 2018 accomplishments and in accordance with its mission, will continue to advocate for funding, policies and training that support the population they serve both in prison and the community-at-large.





Honoring Our Fallen Officers

Deputy Keeper James B. Lippincott

End of Watch: Friday, March 2, 1894

Center Keeper Jacob Grandine Van Houton

End of Watch: Tuesday, April 14, 1896

Captain William Harrison Hemsing

End of Watch: Thursday, August 17, 1899

Deputy Keeper Charles I. Parker

End of Watch: Thursday, October 25, 1900

Superintendent Joseph W. Martin

End of Watch: Friday, November 13, 1908

Deputy Keeper Edward McManus

End of Watch: Thursday, February 18, 1909

Center Keeper John R. Fitzgerald

End of Watch: Wednesday, May 10, 1911

Deputy Keeper Eli B. Stetser

End of Watch: Sunday, September 21, 1913

Deputy Keeper Frederick A. Douglas

End of Watch: Thursday, March 11, 1915

Deputy Keeper Bruce Linwood Drummond

End of Watch: Thursday, March 20, 1919

Deputy Keeper George Harrison

End of Watch: Sunday, May 4, 1924

Deputy Keeper Daniel J. Walsh

End of Watch: Thursday, July 3, 1924



Deputy Keeper Joseph H. Tinney

End of Watch: Saturday, February 4, 1928

Deputy Keeper Frank Butcher

End of Watch: Thursday, March 13, 1930

Correctional Officer Victor Viteritto

End of Watch: Wednesday, February 28, 1951

Correctional Officer Alonzo E. Lanphear

End of Watch: Saturday, April 10, 1954

Correctional Officer Donald Hiles

End of Watch: Friday, March 8, 1968

Correctional Officer George Pazkowski

End of Watch: Friday, August 8, 1969

Sergeant Donald Bourne

End of Watch: Monday, February 28, 1972

Senior Corrections Officer Dean Evans

End of Watch: Friday, July 7, 1978

Sr. Corrections Officer Frederick W. Baker

End of Watch: Wednesday, July 30, 1997

Corrections Sergeant Michael Price

End of Watch: Wednesday, April 19, 2000

Sr. Corrections Officer Wayne Clark

End of Watch: Tuesday, January 10, 2006

Chief Joseph Glover

End of Watch: Thursday, April 19, 2007

Sr. Corrections Officer Nikeelan Semmon

End of Watch: Friday, July 1, 2016

PO Box 863, Trenton, New Jersey 08625

Main Number: (609) 292-4036



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