

**STATE OF NEW JERSEY
DEPARTMENT OF CORRECTIONS**



**ANNUAL REPORT
2007**

**GEORGE W. HAYMAN
COMMISSIONER**



MESSAGE FROM COMMISSIONER GEORGE W. HAYMAN

We in the New Jersey Department of Corrections, under the leadership of Governor Jon S. Corzine, remain dedicated to solidifying our stature among the most efficient law enforcement agencies in the nation. Through the successful implementation of a wide array of programs and initiatives, we continued to make strides toward that goal in the 2007 calendar year.

The ever-evolving standards of recruitment and training are higher than ever before, assuring that today's correction officer is the best prepared and most professional in the history of the Department of Corrections. Our custody staff is the last line of defense our society has against its most dangerous criminal offenders. Yet, the nature of an officer's interaction with an inmate can prove to be the difference between a perpetual life of crime and change for the better.

We have worked to create the safest possible environment for both custody and civilian staff; in doing so, we've ultimately made a New Jersey a safer place. Indeed, we pledge to continue down a path that will enable this department to have a

positive impact not only in the lives of offenders, but in the communities in which we live and work.

This report is designed to provide insight into a complex system that strives to meet the challenges of modern correctional management. In order to achieve our objectives, I

will continue to rely on what I consider this department's most valuable resource – the NJDOC's outstanding workforce, more than 9,000 strong, which shares my vision of a proactive law enforcement agency and works on a daily basis to transform that vision into reality.

The Department of Corrections is much more than cells, bars and imposing stone walls. It is class-



rooms and libraries, therapeutic communities and offender reentry programming. It is highly trained officers, investigators, social workers and educators committed to making difference, both inside and outside our prisons.

The Department of Corrections is much more than cells, bars and imposing stone walls.

This report provides insight into a complex system designed to successfully meet the many challenges of modern correctional management.



MISSION STATEMENT

The mission of the New Jersey Department of Corrections is to ensure that all individuals committed to the state correctional institutions are confined with the level of custody necessary to protect the public and that they are provided with the care, discipline, training, and treatment needed to prepare them for reintegration into the community.

The Department of Corrections is organized into three separate divisions:

Administration

The Division of Administration is responsible for managing approximately one billion dollars and employing more than 9,000 persons, including 6,500 in custody positions. Roughly 27,000 individuals are under NJDOC jurisdiction in state correctional institutions, county jail and half-way houses. The division provides administrative services to support the departmental mission in such major areas as Budget and Fiscal Management, Personnel, Policy and Planning, and Information Systems.

Operations

The Division of Operations is responsible for 14 major institutions -- 12 adult male correctional facilities, one women's correctional institution and a central reception/intake unit. These facilities collectively house inmates in minimum, medium and maximum security levels. They are diverse and unique in their operations. For example, New Jersey State Prison is the state's only facility in which all inmates are classified as maximum security. The Adult Diagnostic and Treatment Center operates corrections' rehabilitative programs for habitual sex offenders. Northern State Prison contains the Security Threat Group Management Unit, which houses gang members considered a threat to the safety of the institutions and individuals. The offender population at Edna Mahan Correctional Facility for Women is comprised of females at all levels of security.

Programs and Community Services

The Division of Programs and Community Services provides institutional and community-based program opportunities for offenders, including community labor assistance, academic and vocational educational programs, recreational programs, library (lending and law) services, substance abuse treatment and transitional services. Other specialized services include victim assistance, chaplaincy services, stress management for employees and their families, county assistance quality assurance and liaison to the Intensive Supervision Program. Additionally, the division contracts with private and non-profit providers throughout the state to provide community-based residential treatment programs for offenders under community supervision. Public safety is enhanced through the development, coordination, administration and delivery of these institutional and community-based programs and services.



UNDER COMMISSIONER HAYMAN, NJDOC CONTINUES TO MOVE FORWARD

George Hayman was confirmed as commissioner of the New Jersey Department of Corrections on January 8, 2007. Commissioner Hayman, who had been serving as acting commissioner since January 2006, has been with the department since 1983.

“We will continue to address the many challenges we face as effectively and efficiently as possible,” the commissioner said. “In doing so, we will rely heavily on our outstanding professional staff.”

Examples of the department’s accomplishments abounded throughout the calendar year:

A significant component of Governor Corzine’s comprehensive anti-crime initiative, which was unveiled in October 2007, is offender reentry. Thus, the programs of the NJDOC’s Office of Transitional Services have been placed in the spotlight. Those programs include STARS (Successful Transition and Reentry Series), an intensive three-month release preparatory program designed to address each major re-entry barrier faced by the returning offender. STARS, which was implemented in all 14 state

prisons in April, provides offenders nearing their release with a structured and detailed approach to addressing these barriers. Another program that was introduced during the 2007 calendar year was Cage Your Rage, an anger management program designed to help offenders deal with their feelings of anger in a responsible way. In addition, through inter-agency cooperation with the State Parole Board, Motor Vehicle Commission, Social Security Administration, Department of Labor and Workforce Development, among others, the Office of Transitional Services developed a variety of procedures to help ex-offenders to navigate through the reentry process.

Professor Jason Francisco of Rutgers University visited the Edna Mahan Correctional Facility for Women, where he photographed inmates at work. The photos will be incorporated into an exhibit titled “New Jersey at Work,” to be permanently displayed at the Mason Gross School of Art in New Brunswick.

Thirty-two inmates graduated from the first pilot of the Substance Abuse Education Awareness and Information

Initiative at Garden State Youth Correctional Facility. The six-week class was designed to impact the incidence of recidivism resulting from drug involvement by assisting participants with developing an abstinence mindset.

Northern State Prison’s Fresh Start Therapeutic Community program celebrated its fifth anniversary. Fresh Start was the first program of its kind for minimum custody male offenders in an NJDOC facility. In the past, Therapeutic Community programs have been offered exclusively to medium custody male offenders.

Through a collaborative interdepartmental project between the Office of Drug Programs and the Office of Information Technology, a data file of more than 700 employment/school records of offenders housed in community corrections was uploaded into the NJDOC’s Inmate Management database. The data will allow for statistical analysis of employment/school participation of offenders who are transitioning back into the community through halfway house work release programs.



A memorial to Department of Corrections officers who died in the line of duty was formally dedicated on the Central Office grounds. Families of the fallen officers as well as elected officials and various other luminaries attended the dedication.



An article titled “Factors of Addiction – NJ Correctional Population,” prepared by staff from the Office of Drug Programs in partnership with the Rutgers University Center for Operations Research, was published in the July 2007 issue of the peer review journal “Crime & Delinquency.”

Offenders in the horticulture programs at Jones Farm – a satellite work camp of the Central Reception and Assignment Facility – and Southern State Correctional

Facility completed a complex landscaping project at the New Jersey Department of Transportation headquarters in Ewing.



The Office of Community Programs presented the Inmate Retention Project to the New Jersey Coalition of Community Program Providers at the Central Office grounds. The project is designed to maintain as many inmates in the community house setting by utilizing the Residential Community Release Program’s in-house Disciplinary Sanction System for minor infractions.

The NJDOC and the New Jersey Department of Human Services finalized an agreement under the collaborative Responsible Parenting Program initiative. The focus of the initiative, which receives Temporary Assistance to



Needy Families funding, is to address child-support issues relating to the offender population.

The 2007 growing season has proven to be the most successful since the establishment of a decade-old relationship between the NJDOC's Community Labor Assistance Program and the New Jersey Department of Agriculture's Farmer's Against Hunger initiative. By the end of the season, inmate labor collected an unprecedented 100,000-plus pounds of produce, which Farmers Against Hunger subsequently distributed to needy men, women and children throughout the state.

The department's Research and Evaluation Unit embarked on a federally funded study designed to assess the empirical efficiency of the state's Megan's Law legislation.

The War Memorial in Trenton played host to the annual Public Service Awards ceremony, honoring state employees for their deeds in and out of the workplace. Among those recognized for significant contributions in such areas as professional achievement, community service, longevity and heroism were 88 members of the NJDOC staff.

Project PRIDE (Promoting Responsibility In Drug Education) and GAPP (Gang Awareness Prevention Program) continued to make presentations to school-age children throughout the state. As always, audience response of the young people to these real-life stories, which are

Prison to honor the memory of Fred Baker, a senior correction officer at Bayside who gave his life in the line of duty. They were joined by various dignitaries, members of the media, and, of course, friends and family. The memorial service began at 7:55 a.m., precisely 10 years after Officer Baker was stabbed to



aimed at promoting responsible decision-making, has been overwhelmingly positive. Since their inception, these two outstanding programs, which utilize minimum-custody inmates, have combined to visit more than 1,300 schools, houses of worship and other agencies – including 100-plus in 2007 -- and been seen by over 30,000 young men and women – nearly 60,000 in 2007 alone.

On the morning of July 30, hundreds of members of the NJDOC family – custody and civilian, men and women – gathered in the rain on the grounds of Bayside State

death by an inmate.

The Department of Corrections won the six-week Working Well New Jersey (WWNJ) Fitness Challenge, during which state workers are encouraged to log all time spent exercising. For the second consecutive year, the NJDOC staff accumulated more logged time than any other state agency, underscoring the department's commitment to initiatives sponsored by WWNJ, which provides government employees with the knowledge, resources and incentives to improve the quality of their lives.



NJDOC offenders earned more than 160 high school diplomas and 690 GED certificates during the calendar year.

junction with the Rahway Police Department. The police send lost, stolen, damaged and unclaimed bicycles to the prison, where inmates refurbish them to like-new condi-



The NJDOC's first Native American Sweat Lodge became operational at South Woods State Prison.

The NJDOC Office of Educational Services received approval from the New Jersey Department of Education for a technology plan that details the department's strategic technology initiatives and goals during the next three academic years.

Inmates from East Jersey State Prison continued to take part in a bicycle repair program that works in con-

tion. A mid-December ceremony was held during which the refurbished bicycles were returned to the police, who distributed them to needy children in time for the holi-

days.

A certified apprenticeship program was introduced into the graphic arts at New Jersey State Prison ... A new locking system was installed at Bayside State Prison ... Project Impact, an innovative approach to changing criminal behavior, completed its first year of operation at Riverfront State Prison ... Recreational areas or "pods" were constructed and utilized in the courtyard at Garden State Youth Correctional Facility, improving and increasing recreational opportunities for inmates housed in the facility's main compound ... A Nicholson Foundation grant enabled the Edna Mahan Correctional Facility for Women to implement a direct learning computer lab ... South Woods State Prison began facilitating liver biopsies for inmates in 12 of the state's 14 facilities ... Electrical outlets were installed in cells at Albert C. Wagner Youth Correctional Facility.

The Department of Corrections won the six-week Working Well New Jersey (WWNJ) Fitness Challenge, during which state workers are encouraged to log all time spent exercising.



OFFICE OF THE COMMISSIONER

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

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.

Equal Employment Division

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

The EED monitors compliance of this policy through investigation of complaints filed by employees regarding discrimination or harassment based on an individual's membership in a protected class, such as gender, race or religion. During the 2006 fiscal year, the EED received 256 formal and informal complaints. Following an investigation, employees who are found to have engaged in acts of discrimination, harassment or retaliation

are subject to administrative remedies, including disciplinary action.

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

Office of External Affairs

The Office of External Affairs reports to the Commissioner of the NJDOC with responsibility for following areas:

Legislative Services – The unit keeps abreast of proposed and current legislation that may impact the NJDOC. It maintains a cooperative and informative working relationship with the state legislature and committee aides, the Governor's Office and the Office of Legislative Services in order to respond to inquires and requests for constituent assistance, and to provide 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.

Litigation/Legal Support Services

– The unit ensures that all litigation directed toward the NJDOC is processed in accordance with the procedures of the Office of the Attorney General. Litigation/Legal Support Services also processes legal documents served on the NJDOC and/or employees. The unit maintains a working relationship with the Office of the Attorney General during the preparation of legal representation for cases involving the department; provides support and direction to the litigation liaisons in each correctional facility; and updates and advises the Commissioner on the status of pending litigation and other legal proceedings.

Government Records – The unit is responsible for ensuring compliance by the department with the Open Public Records Act (OPRA), N.J.S.A. 47:1A-1 et seq. To



accomplish this mission, every OPRA request received by the NJDOC is reviewed to determine whether all or part of the requested 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.

Ethics – The unit ensures that employees of the NJDOC comply with statutes, rules, regulations and legal authority that establish the standards for ethical conduct of all employees. To enhance awareness and understanding of the standards of conduct with which state employees must comply during the course of their employment, the ethics unit provides employees with state statutes and regulations regarding ethics, to include the Uniform Code of Ethics and Plain Language Guide. In addition, the unit reviews employee applications for attendance at events and secondary employment to ensure compliance with the conflict-of-interest law.

Conscientious Employee Protection Act (CEPA) – The unit is responsible for making employees aware of their rights under the CEPA, and accepting and processing CEPA complaints.

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 federal, other state and local law and justice system agencies for strategic planning purposes, including the development of goals, objectives, impact analyses and research.

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

The Administrative Policies and Procedures Manual (APPM) Unit is the operational unit responsible for the generation, distribution and maintenance of NJDOC policy statements, which are documents that impact on the operation of all organizational units under the authority of the Commissioner of the

NJDOC.

The American Correctional Association (ACA) Accreditation Unit endeavors to achieve accreditation status for all NJDOC facilities by the ACA, a private, non-profit resource that administers the only national accreditation program for all components of adult corrections.

The Criminal Justice Inter-agency Unit (CJIU) interacts, promotes and oversees the utilization of technology in order to improve the exchange of information among criminal justice agencies at the federal, state, county and municipal levels.

The Video Teleconference (VTC) Unit develops, implements and maintains state-of-the-art video conferencing capability throughout the state criminal justice system. The result is increased efficiency, lower operating costs and increased public safety and community protection by reducing the external movement of state inmates into the community. Furthermore, access is provided to the NJDOC inmate population for criminal justice systems at all levels – county, local, state and federal.

The Grants Management Unit is charged with the oversight of all NJDOC grant (continued on page 12)



State of New Jersey Department of Corrections 2007 Annual Report



<u>Program/Project Name</u>	<u>Funding Source</u>	<u>Award Amount</u>			
New Grant Awards					
Distance Learning Pilot Program	The Nicholson Foundation	\$14,100			
FY 2007 Prisoner Reentry Initiative	Bureau of Justice Assistance	\$430,349			
FY 2007 Targeting Violent Crime	Bureau of Justice Assistance	\$558,523			
FY 2006 State Criminal Alien Assistance Program	Bureau of Justice Assistance	\$5,561,627			
Prisoner Reentry Expansion	The Nicholson Foundation	\$145,000			
Workplace Literacy Labs	NJ Department of Labor	\$456,827			
Total New Awards		\$7,166,426			
CONTINUATION GRANT AWARDS					
Residential Substance Abuse Treatment-No Return I	Bureau of Justice Assistance	\$76,336			
Project Inside	Department of Education	\$607,114			
Promoting Responsible Fatherhood	Department of Health & Human Services	\$394,270			
Responsible Parenting Program	Department of Health & Human Services	\$500,000			
Social Services Block Grant	Department of Health & Human Services	\$97,411			
STOP Violence Against Women	Office of Victims of Crimes	\$76,248			
Workplace Literacy Labs	NJ Department of Labor	\$271,600			
Adult Basic Skills	Department of Education	\$1,029,000			
Carl Perkins Vocational	Department of Education	\$153,001			
Individuals with Disabilities Act	Department of Education	\$200,988			
No Child Left Behind Act	Department of Education	\$532,782			
Total Continuation Awards		\$3,938,750			
PENDING GRANT AWARDS a/o 10/5/07					
Federal Bulletproof Vest	Bureau of Justice Assistance	\$100,000			
NJ Operations Research	National Institute of Justice	\$295,376			
NJ Research on Sex Offenders	National Institute of Justice	\$399,468			
State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$600,000			
Technology Transfer Program	Office of National Drug Control Policy	\$12,000			
Total Pending Awards		\$1,406,844			
TOTAL GRANT AWARDS		\$12,512,020			



Grants Awarded to the NJDOC in 2007

The NJDOC experienced an increase in overall grant funding received in 2007. Through the proposals of innovative ideas, creative state and local partnerships and aggressive research, the department secured over \$12 million in funding to support a variety of crime prevention, offender reentry, officer safety, educational, vocational and therapeutic programs for inmates and staff.

Grants awarded in 2007 include among others:

*** FY2007 Targeting Violent Crime –** The goal of the DOC Targeting Violent Crime Initiative is to reduce gang and radicalized violent behavior within the DOC and improve intelligence-led, data driven counter-terrorism investigations. It is anticipated that this initiative will improve the abilities of the department's Special Investigations Division, Intelligence Section to detect radicalization in DOC facilities and deter and disrupt its forward movement. Funding from the U.S. Department of Justice, Bureau of Justice Assistance.

*** Distance Learning Program –** The NJDOC in partnership with the Rutgers Center for Women and Work, Women's Reentry Initiative for Training and Education (WRITE-NJ), Essex County Community College, the State Parole Board and the Department of Labor and Workforce Development will test and evaluate an innovative approach for preparing women offenders for work upon release to the community. It is anticipated that the training received throughout the continuum of their transition to the community will assist them in obtaining marketable job opportunities upon release. Funding and in-kind contributions from The Nicholson Foundation.

*** FY 2007 Prisoner Reentry Initiative –** The DOC in partnership with the New Jersey Department of Labor and Workforce Development, Department of Law and Public Safety, Department of State, and the State Parole Board are developing a comprehensive prisoner reentry project, entitled the Camden Offender Reentry Program (PRI-CORP). PRI-CORPS targets inmates who are within 12 – 15 months of parole eligibility or max release date and returning to Camden County upon release from the department. The program includes a strong employability/job readiness component through the involvement of LWD and the Camden County One-Stop Career Center. Funding from the U.S. Department of Justice, Bureau of Justice Assistance.

*** Workforce Literacy Labs –** Funding from the New Jersey Department of Labor and Workforce Development will allow the DOC to establish three additional Workplace Literacy Labs. These 15-station computer labs provide basic skills instruction to assist clients in obtaining their GED, a set of life skills related to employment, namely Workplace Essential Skills, and a component specifically for the offender population, titled Ex-Offenders Successfully Re-Entering Society. Labs will be established at Garden State Youth Correctional Facility as well as Riverfront and Northern State Prisons.

State Criminal Alien Assistance Program - The U.S. Department of Justice provides annual payments to the department for the cost of incarcerating undocumented illegal aliens convicted of felony offenses. Efficiencies in department's inmate data reporting and an



increase in the federal appropriation over the last few years lead the department to receive a 60% funding increase in FY2007.

These represent only a few of the many grants the department received in 2007. The department continues to receive federal continuation funding from various federal and state agencies that support such areas as in-prison drug treatment, bulletproof vests for our officers, educational and vocational programs, domestic violence prevention and intervention efforts, family visitation and employment readiness programs.

Several grant applications are pending award and are anticipated to be received prior to the end of the calendar year. These include, among others, an award to support a multi-state study to evaluate and to improve the risk assessment process specifically with regard to sex offenders living in the community. Another research based grant award will partner the department and Rutgers University in the application of mathematical and decision analysis techniques to aide correctional managers in strategic planning and decision making in order to optimize scarce correctional resources. The department also anticipates receipt of technology in order to enhance the forensic examination of digital devices that have been misused by inmates, parolees and staff. This will enhance the security within the department's facilities while also assisting to stop illegal drug and other criminal activity within the community.

(continued from page 9)

activities. These responsibilities include the seeking of funding opportunities, technical support to staff developing grant applications, processing of grant applications, fiscal management of grant funds, monitoring of grant activities and grant reporting requirements.

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

The Resource Review and Study Unit identifies benchmarks in order to quantify and analyze NJDOC performance, comply with federal reporting requirements, document best practices and foster successful innovations in a number of areas. Those areas include in-

mate management and service functions and impact analysis.

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 web site, the *Inside Corrections* newsletter, annual reports and promotional materials.

Special Investigations Division

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

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

SID investigators receive ongoing technical training in an effort to maintain the depart-

ment’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 – The unit was formed in conjunction with the department’s “Zero Tolerance” drug policy. The unit employs the Ionscan computerized drug detection machine to collect and analyze microscopic particles of up to 15 narcotics and up to one-billionth of a gram. 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.

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

The unit is nationally recognized as a leader in correctional gang intelligence.

STGMU has become recognized as one of the most effective gang management programs in the country, and some states have expressed interest in using the program as a model for addressing their gang management problems. In fact, investigators assigned to the Intelligence Unit have provided gang identification training to thousands of law enforcement professionals in New Jersey and many other states.

Fugitive Unit – Investigators assigned to this unit have worked with dozens of agencies throughout New Jersey and beyond in an effort to remove escaped offenders from the streets. The department’s Fugitive Unit continues to work jointly with the New Jersey State Police Fugitive Unit and the U.S. Marshal’s Office. This unit has been extremely successful, and numerous cooperative apprehensions have been made.

Computer Forensic and Polygraph Unit – The unit is responsible for the forensic analysis of computers and computer storage devices related to computer crimes or violations of the department’s microcomputer policy. SID investigators continue to provide expert law enforcement skills to the NJDOC as polygraphists and document examiners.



DIVISION OF ADMINISTRATION

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

Bureau of State Use Industries (DEPTCOR)

The Bureau of State Use Industries, DEPTCOR, is an entity within the NJDOC

established and, in 1953, became known as the Bureau of State Use Industries. In 1976, State Use Industries began reporting to the newly created Department of Corrections. In

a state contract to tax-supported agencies, institutions, units of state, and county and municipal governments. DEPTCOR has the ability to save the cost and time of procurement as well as offer reduced prices. Thus, additional taxpayer savings are realized when tax-supported agencies purchase from DEPTCOR.



DEPTCOR's administrative, production and support staffs are made up of approximately 170 civilians. On a daily basis, DEPTCOR employs more than 1,300 inmates in highly developed industries organized into the following business units:

Bayside Enterprise

A wide variety of industries is included in this unit, and in aggregate, represents approximately 35 percent of DEPTCOR's total sales. The auto tag shop, the first formal industry dating back to 1918, still operates today. It stamps more than three million license plates annually and ranks the highest in sales at more than \$4.5 million per year. The bakery produces breads, rolls and baked desserts and generates more than \$3 million in sales. Building

whose mission is to employ inmates in enterprises that reduce idleness, offer marketable skills, produce quality goods and services and yield taxpayer benefits.

The use of prison labor in a productive capacity began almost a century-and-a-half before its formal recognition in New Jersey in 1918. Under the Department of Institutions and Agencies, the State Use Division was es-

1990, the trade name DEPTCOR was adopted to represent its complete line of products and services.

The bureau operates 29 industrial shops utilizing inmates from 10 state correctional facilities. As DEPTCOR is financed through sales revenue rather than appropriated funds, it is a self-supporting entity. A wide range of products and services are offered under the DEPTCOR label via



basic sheds has evolved into structures of all types, from garages to cabins to modular offices. Concrete barriers, park benches and landscaping items are poured and molded on an as-needed basis.

Textile Enterprise

The unit consists of cloth and knit garments, all textiles and bedding operations. Seven shops operate 2 shifts, producing a product line of more than 20 different clothing items offered in various sizes, bringing the total pieces available to more than 200. In addition, included as part of the enterprise are janitorial products such as laundry bags, mops, brushes and brooms. Furthermore, DEPTCOR produces American flags for placement on the graves of veterans. The textile enterprise generates approximately 30 percent of DEPTCOR's total sales.

Metal and Furniture Enterprise

DEPTCOR's complete line of metal cell furniture, storage shelving and custom metal products, as well as a line of office and systems furniture and a new line of dormitory furnishings, are represented in this unit. Customization of system panel workstations, new ergonomic seating and powder coating are among the specialties of DEPTCOR.

South Woods Enterprise

The unit consists of three separate industries. Printing and graphics produces letterhead, envelopes, carbonless forms, and customized printing and bindery. The sign shop fabricates traffic signs, custom interior and exterior signage and banners, and vehicle markings. Silk-screening also is a product of the sign shop, while the shoe shop designs and produces a shank-free work boot.

Office of Employee Relations

The mission of the Office of Employee Relations is to develop and maintain a positive relationship between the



NJDOC and its employees. The office works to guide both management and employees through the employee relations process in a constructive and efficient manner. The Office of Employee Relations responds on a daily basis to concerns raised by management and the bargaining units that represent the department's approximately 10,000 employees. The office works

closely with administration, and custody and civilian staff to promptly address various workplace issues.

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

Employee Relations/Liaison Unit represents the NJDOC in contract negotiations and in the administration of 11 collective bargaining agreements. It also advises the Commissioner, high-level managers and unit supervisors in the administration of Department of Personnel rules and regulations as contained in *Title 4A* of the New Jersey Administrative Code. The unit reviews current case law and proposed rule changes to ensure that the department's practices remain compliant with applicable law and regulations.

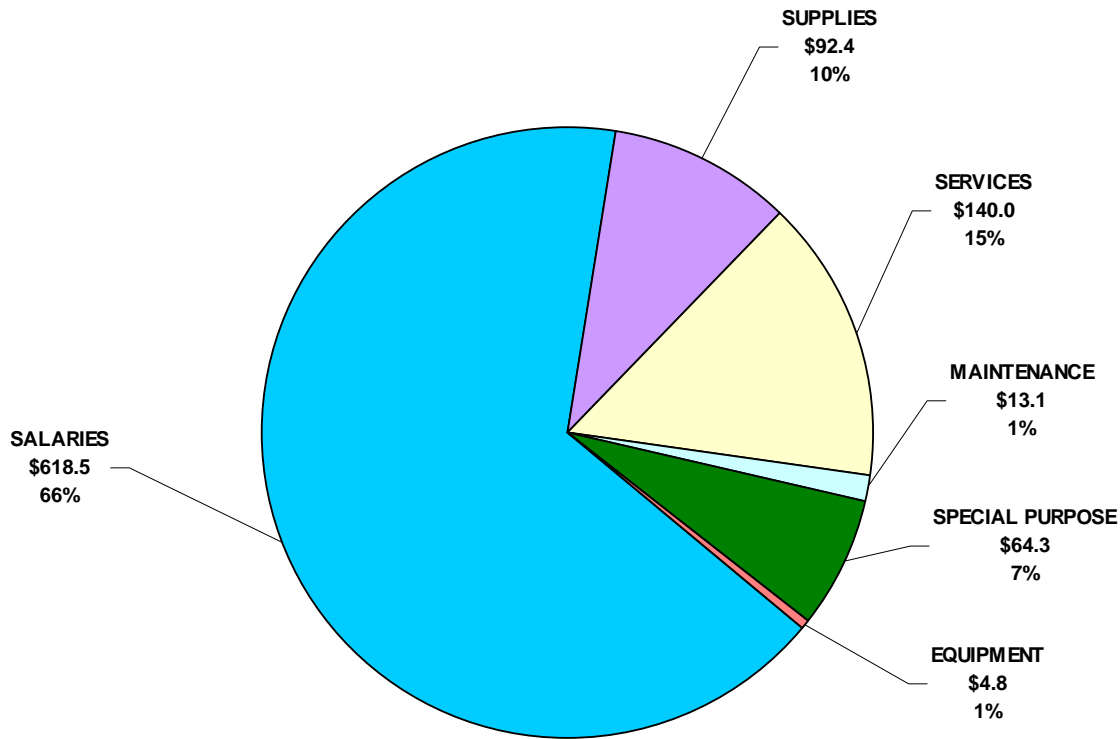
Due Process/Hearing Unit hears all of the department's second-step grievances and complex departmental-level disciplinary appeals. Hearing officers render written decisions on disciplinary actions initiated by the department. In addition, the unit provides ongoing training on a variety of employee relations matters.

Employment Litigation Unit assists the Office of the Attorney General and/or pri-



**DEPARTMENT OF CORRECTIONS
 FY 2007 EXPENDED**

MAJOR ACCOUNT DISTRIBUTION OF DSS EXPENDED



TOTAL FY 2007 DSS EXPENDED= \$933.1 MILLION

vate counsel in their representation of the NJDOC in state and federal litigation involving allegations of employment discrimination, harassment, retaliation and wrongful termination. The unit also represents the department before the Office of Administrative Law in disciplinary actions appeals to the Merit System Board. In addition, it represents the NJDOC at grievances and arbitra-

tions, and regarding unfair labor practice charges filed with the Public Employment Relations Commission.

Office of Financial Management

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

The office is comprised of the following bureaus/units:

Bureau of Budget and Fiscal Planning compiles annual operating budgets that reflect the needs of the NJDOC, as required by legislative mandate. The bureau provides fiscal analysis of current year activity and compiles quarterly spending plans that report on the fiscal status of the department. In



addition, it monitors the levels of spending via account/spending analysis; provides detailed analysis of custody staffing and overtime expenditures by using the Baseline Reporting Information System; and establishes institutional full-time employee (FTE) position caps based on available salary funding and monitors FTE filled counts against those FTE caps via preparation of bi-weekly position monitoring reports.

Bureau of Auditing provides independent financial audits of the 42 trust funds maintained by the NJDOC's 14 institutions. The examination of each trust fund is performed in accordance with Statements on Internal Auditing presented by the Institute of Internal Auditors. The audits of the trust funds (Inmate Trust Funds, Inmate Commissary Funds, and Inmate Welfare Funds) are designed to determine whether:

1. Non-budgeted fund financial statements comply with generally accepted accounting principles;
2. Adequate internal controls existed over the financial operations of the non-budgeted funds;
3. There is adherence to applicable state laws, administrative code, and state, departmental and institutional policies and procedures; and
4. Financial transactions are

authorized, properly recorded and reasonable

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

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

court-imposed fines, penalties and restitution.

Bureau of Procurement and Contract Management

provides administrative and technical direction and assistance in purchasing for NJDOC programs and facilities via issuance of internal management policies, procedures and other guidelines and directives. The bureau procures goods and services for Central Office operations, including the Bureau of Training and Custody Recruitment, and provides support services for the Central Office complex. Major contracts are monitored for compliance with contracted terms and conditions. The Telecommunications Unit of the bureau provides the systems, services and equipment to meet all departmental telecommunications needs.

Bureau of Institutional Fiscal Operations

provides supervision, administrative direction and assistance in accounting, purchasing and internal controls to the business offices for all the institutions as well as DEPTCOR, Agri-Industries and Albert C. Wagner Youth Correctional Facility Laundry revolving funds and Capital Construction funds. The bureau also provides assistance in the fiscal analysis of current-year activity to the Bureau of Budget and Fiscal Planning



for the quarterly spending plans that provide the fiscal status of the NJDOC.

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 responsible for the development of all human resource policies and for the continuous review and evaluation of the various human resources programs, while ensuring compliance with the Fair Labor Standards Act, and state and federal laws/regulations as well as negotiated labor agreements.

The Office of Human Resources fosters an environment that encourages employees to build work and interpersonal skills with the goal

of providing a safe and secure facility. The office also implements training programs concerning personnel issues and timekeeping procedures, and ensures training compliance through periodic personnel, payroll and time and attendance audits.

Human Resources provides direction to program managers in establishing procedures for implementation of all applicable and contractual agreements to ensure congruence with the other departmental Human Resources functions of training/labor relations and the Equal Employment Division.



Office of Information Technology

The mission of the Office of Information Technology is to support the core business needs of the institutions and overall NJDOC operations through the development, use, and support of new technologies and informa-

tion systems; to provide the integrated exchange of data with internal and external (law and public safety organizations, government agencies, Open Public Records Act – OPRA -- requests, etc.) stakeholders; to identify emerging technologies and trends to improve employee productivity and reduce operation costs; to advise management of IT

is to plan, develop and implement the department's human resources programs, including classification and organizational analysis; personnel and payroll administration; recruitment; employee benefits; position management; wage and salary administration; and computerization of personnel management information. The Office of Human Resources also is re-

sponsible for the development of continuously improving job performance to offer quality services to inmates and the public. If necessary, Human Resources staff oversees pre-layoff and reduction-in-force layoff planning. Additionally, staff develops an active plan for monitoring sick leave and sick leave injury (SLI) and conducts post audits of the department's SLI and leave of absence programs at each fa-



best practices; and to deliver timely and accurate services to stakeholders.

The NJDOC's IT system, one of the largest and most robust statewide, provides IT services to this department, other state agencies and numerous outside law enforcement communities. The DOC-OIT supports the department's employees as well as more than 1,000 contract vendors, 5,600 of which are information system users. It manages equipment at:

- 14 institutions;
- 18 satellite locations;
- Central Office headquarters; and
- State Police headquarters and NJOIT River Road facility.

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. This system operates a state-of-the-art database management system and is designed en-

tirely on open architecture principles, guaranteeing growth into the indefinite future. CMIS financial programs are fully compliant with the Generally Accepted Accounting Principles (GAAP) and Prison Litigation Reform Act (PLRA) regulations. CMIS also is fully integrated with a hospital-quality medical package and a Document Imaging and Management System (FileNet). CMIS provides many offender and employee records only in electronic format, therefore the DOC's IT systems are critical to the successful completion of day to day operations and overall mission.

DOCNet provides the department with the local/wide area network operations, which

allows for a centralized information system for easier data access. Information services are delivered via a Wide/Local Area Network that piggybacks on the state's Garden State Network. In addition to connectivity, network operating systems, e-mail, server operating systems and office automation upgrades/patches are provided or supported. Equipment supported includes approximately 3,000 PCs and 1,000 printers, a total of 104 servers and a number of routers and switches. PCs, printers, standardized imaging, cabling, routers, switches and servers, along with a centralized three-tier Help Desk, complete DOCNet.





DIVISION OF OPERATIONS

It is the primary responsibility of the Division of Operations to receive, classify and house offenders who have been remanded to the custody of the Department of Corrections. The division includes 12 adult male correctional facilities, one correctional institution for women and a central reception/intake unit.

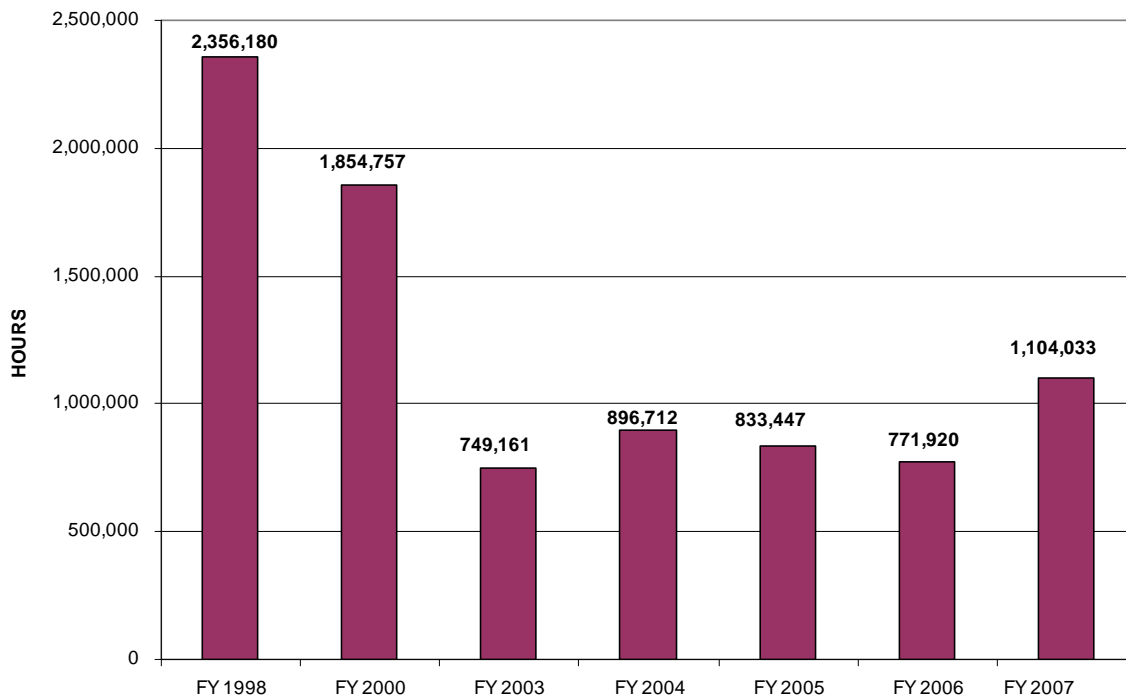
002 Committee

The NJDOC 002 Committee was established to implement the recommendations of a department-wide study of custody staffing requirements, performed in partnership with the National Institute of Corrections (NIC). The NIC staffing study estab-

lished the department's custody staffing requirements by institution, rank and shift. Implementation of study recommendations enabled coverage of required custody posts on a regular salary basis instead of overtime, resulting in an overtime reduction of 980,000 hours.

The 002 Committee closely monitors overtime expenditures to identify factors causing overtime and develop corrective action plans to meet budgetary objectives. Procedures have been instituted to provide increased accountability for overtime usage and ensure better utilization of available custody

**NEW JERSEY DEPARTMENT OF CORRECTIONS
 UNIFORM CUSTODY OVERTIME ACTIVITY
 FISCAL YEARS 1998 - 2007**



NOTE: In FY 2007 Overlap was reinstated



staff resources. The committee monitors custody staffing levels, post assignments, and leave usage to minimize the need for overtime. Custody schedules are reviewed to ensure that the appropriate number of staff is assigned to each shift, and that regular days off are appropriately balanced.

The committee is also responsible for oversight of the department's overall staffing resources. Department staffing levels and organizational patterns are continually reviewed to identify inefficiencies, potential cost savings and opportunities to maximize the impact of available funding.

The committee meets on a regular basis with representatives from human resources, overtime reporting/position control, custody, community programs, administration and top-level management. The aim is to streamline the decision making process and focus on what can be controlled. Committee recommendations are based on the NJDOC mission and the Commissioner's priorities.

AgriIndustries

The objective of the AgriIndustries Revolving Fund, established in 1977, is to provide various food and dairy items to different govern-

mental departments at a savings. AgriIndustries operates five dairy farms and satellite operations which produce crops to support the dairy herds, and milk to meet the meal service needs of the NJDOC population.

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

A meat processing plant at Riverfront State Prison produces ground beef, hamburger patties, meal loaf and other various beef items, while food processing plants at South Woods State Prison are the newest additions to the AgriIndustries operation. The meat processing plant at South Woods provides turkey and pork products, primarily distributed by the Department of Treasury, and minute steaks utilized by the NJDOC. The prison's produce processing plants have a variety of functions. One produce plant

prepares and packages salads for distribution throughout the NJDOC, while another produce plant processes fruit/vegetable products. Through interaction with the Department of Agriculture on the "Jersey Fresh" program, AgriIndustries utilizes a waiver to purchase overproduced or undervalued products for institutional menus.

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

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

AgriIndustries is a self-supporting operation without appropriated funds. Annual revenues total approximately \$9 million, with substantial savings to all users.



Capital Reporting Unit

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

The Monthly Financial Status Summary contains financial summaries for both capital and capital bond appropriations, which identify the status of appropriations as they relate to the cost of the individual capital projects. The report also provides the status of individual capital projects funded via capital appropriations, capital bond funds or institutional Direct State Services funding.

The Annual Capital Budget is prepared for presentation to the New Jersey Commission on Capital Budgeting and Planning, and reflects the new and/or additional funding needs of the department for capital projects.

The Institutional Capital Project/Priority Report provides a consolidated listing of capital/renovation needs of the department's 14 institutions and prioritizes the capital needs that are of the most immediate concern to each facility.

The Capital Reporting Unit also coordinates the Agency

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

Central Medical/Transportation Unit and Central Communications

Central Medical and Transportation Unit

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

Central Transportation now is responsible for inter-institutional transfers, emergency transfers, the Electronic Monitoring Program, the pa-

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

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

Central Medical is responsible for the safety and security of inmates housed at the St. Francis Medical Center Prison Unit, including the intensive care unit, cardiac care unit, labor and delivery, operating room, emergency room, step-down units and other outside facilities. The unit also escorts inmates throughout the facility while undergoing therapy, x-rays, radiation and follow-up care. Social services also are pro-



vided to inmates housed at this facility. These services include notification of death, critical status and various parole issues.

The NJDOC and the federal government have explored the idea of an agreement that would allow federally sentenced inmates requiring inpatient medical treatment to be housed at Central Medical.

Central Communications Unit

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

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

role Board and Juvenile Justice Commission investigations.

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

Classification Support & Training/Auditing Units

Classification Support Unit

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



ble for investigating and responding to correspondence associated with offender complaints.

In conjunction with the Office of Information and Technology, the Classification Support Unit continues to develop and support a 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 will provide quick access of information to victims, prosecutors and other interested parties regarding all offenders in the state system.

Training/Auditing Unit

The Training/Auditing Unit provides formalized training to all existing and new classification staff members, and issues annual training updates relating to new laws and regulations that impact on the classification of the state's inmates. Two training phases have been created to establish operational uniformity and standardization of classification processes at all facilities. All staff members who successfully complete each training phase are certified in performing tasks associated with the training topics.

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

Field Services Unit

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

The FSU has several areas of administrative responsibility.

Food Service Management coordinates efforts to control the NJDOC food expenditures. Using the central menu, the FSU works with AgriIndustries food production plants, the DEPTCOR Bakery, the New Jersey Department of Treasury Purchase Bureau, and the Distribution and Support Services in establishing contracts with vendors

to monitor and manage food costs at each institution.

AgriIndustries is responsible for the effectiveness of the AgriIndustries farming operations, and milk, meat and produce processing plants, which support the NJDOC central menu requirements.

The South Woods Central Food Production Facility

manages the development and directs the operation of the food production plant. This cook-chill facility has been a valuable resource to the NJDOC, providing 28 different meal components to each correctional facility, totaling 2.6 million portions each month. The cook-chill meal production process has provided increased production of meal components using larger batches and longer product shelf life, and saved money by purchasing ingredients in bulk and standardizing meal quality. Management of this operation requires developing new products; coordinating product expansion with NJDOC facilities; and accounting for inventory control and product distribution with DEPTCOR warehouse and trucking operations, AgriIndustries' produce and meat processing plants and the Department of Treasury Purchase Bureau, and Distribution and Support Services.



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

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

The Sanitation/Waste Management/Recycling Program makes cost-effective recommendations to facilities in an effort to achieve the most efficient sanitation, waste management and recycling efforts, which are incorporated into state waste removal and recycling contracts, and communicated with the Department of

Health. The Unit provides oversight of the Department of Health Chapter 24 sanitation inspections and Department of Environmental Protection requirements. Increasing waste recycling activity at all facilities, as well as the Central Office, has effectively reduced waste, resulting in lesser waste disposal costs. Administration of this effort entails institutional program oversight, monitoring, data collection and department reporting. The NJDOC currently recycles approximately 30 percent of its waste stream.

In addition to the aforementioned areas of responsibility, the FSU provides recommendations to the Department of Treasury to ensure cost-effectiveness for contracts for various food items, food service equipment, waste removal, dishwashing, janitorial and laundry chemicals, inmate shoes, multi-material recycling, pest control, coffee dispensing systems and edible plate waste. The unit is also responsible for the administration of the central laundry at Albert C. Wagner Youth Correctional Facility, and the distribution of USDA foods and surplus equipment on a system-wide basis. Contacts

with other state agencies are established and maintained to ascertain if non-food surplus property of value is available to the NJDOC, and to relocate equipment internally that is no longer useful to individual facilities. The FSU in cooperation with AgriIndustries and DEPT-COR, manages a surplus/donated commodities acquisition and distribution program. Quality, reduced cost products acquired from various sources, such as Jersey Fresh Farmers, the Department of Agriculture and the private sector, are provided to NJDOC facilities.

Health Services Unit

The Health Services Unit establishes NJDOC policy regarding the provision of medical, dental, nursing, pharmacy and mental health care services of inmates held in state custody. The unit monitors professional services to insure compliance





with applicable rules, regulations and statutes related to inmate healthcare, with a goal of assuring that community standards are maintained.

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

In addition, the Health Services Unit serves as a link to other state agencies and appropriate community organizations regarding professional healthcare matters. The unit has been represented in bodies such as the Governor's AIDS Advisory Council 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.

The Health Services Unit serves as a link to other state agencies and appropriate community organizations regarding professional healthcare matters.

Immigration Services, Parole Monitoring and the Office of Interstate Services

Immigration Services Unit

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

Parole Monitoring Unit

In collaboration with the

State Parole Board, the Parole Monitoring Unit ensures departmental compliance with the Parole Settlement Agreement; ensures that pre-parole packages are processed in a timely manner, in compliance with Administrative Code; monitors administrative parole holds to determine trends relative to the reasons for the hold, as well as the operational and fiscal impact on the NJDOC; and monitors referrals for electronic monitoring placement, ensuring compliance with eligibility requirements;

Office of Interstate Services

The Office of Interstate Services is responsible for administering all matters under the Interstate Corrections Compact, Interstate Agreement on Detainers, and International Transfer treaties, including the negotiation of contracts to ensure compliance from each party state, the review and acceptance of reciprocal transfers, the development of assurances from other countries, interpreting state and federal statute relative to interstate matters, acting as the liaison with the Governor's Extradition Secretary, and providing training to county prosecutors' offices. 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 over 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.

Office of Training

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

The NJDOC training facility was relocated in September 1998 from the New Jersey Training School for Boys in Skillman to the National Guard Training Center in Sea Girt. The programs offered

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

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

are designed to develop and enhance the skills of employees and to prepare them for future advancement, while presenting a comprehensive, multi-faceted approach to training. To augment the staff, adjunct instructors are utilized from state correctional facilities as well as various law en-

forcement agencies. The Office of Training is organized into the following units:

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





instruction and other instructor courses by the Office of Training.

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

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

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

Release Notification Unit - Central Office

The Release Notification Unit was developed in May 2000 to oversee and supervise all aspects of the institutional release process for all offenders. The unit ensures that inmates who are scheduled for release are processed correctly in terms of prosecutor release notification.

The unit oversees the processes by which all Megan's Law releases are properly identified and registered, or those identified as potential predators are referred for civil commitment evaluation. The Release Notification Unit is the NJDOC's liaison for the State of New Jersey. The unit is also responsible for maintaining a computerized tracking system developed to monitor the estimated 3,500 Category 1 offenders in the state's correctional system. The tracking system provides

weekly updates of detailed data and ensures in an automated fashion that offenders with current or prior sex offenses, or those with psychiatric histories, are properly alerted and tracked within the computer system.

The Release Notification Unit also develops policies, directives and procedures in accordance with various state and federal statutes to ensure standardization and uniformity. In addition, the unit transmits to county prosecutors each year an annual report, which includes the anticipated release dates for all Category 1 offenders whose release is estimated to occur during that year and who may be subject to civil commitment under law.

Special Operations Group

The Special Operations Group provides NJDOC fa-





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

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

The Special Operations Group is comprised of several entities.

Special Operations Response Team (SORT)

The 10-person team consists of a variety of skills, including EMT's, Breachers, Marksman, Chemical Agents, Defensive Tactics, Repelling, Security Threat Group Identification (STG), Mobile Field Force and tactical operators.

Canine Unit

Units are deployed throughout the state on a daily basis.

The Canine Unit also provides demonstrations to schools and civic organizations.

The Canine Unit, consisting of 9 handlers and more than a dozen canines, can perform a variety of tasks, from narcotic searches of people and property, to the tracking of criminals, as well as missing persons. Other functions include explosive device detection, evidence recovery, criminal apprehension and passive & aggressive scent detection. The unit also provides demonstrations to schools and civic organizations.

Correctional Emergency Response Team (CERT)

The team consists of 225 institutional based members from the Northern, Central & Southern regions of New Jersey. The primary duties are large scale disturbance control, tactical search operations, large scale support of the New Jersey State Police and Office of Emergency Management and support functions of SORT.

Departmental Firearms Unit

The unit consists of 2 certified armorers and a supervisor. Their duties include overseeing the repair and maintenance of all NJDOC firearms, and providing tactical and technical support to NJDOC regional ranges, academy ranges, as well as all NJDOC



facilities throughout the state.

Critical Incident Negotiation Team (CINT)

The team consists of both custody and civilian NJDOC staff. These negotiators have been trained and certified by the FBI and have the necessary equipment and experience to carry out negotiations during critical incident situations.

Ceremonial Unit

The unit 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.

Enhanced Security Transportation Unit

The unit coordinates high risk transports, including court trips, medical trips, and transfers from county jails. The unit also coordinates transportation with outside agencies.



CORRECTIONAL INSTITUTIONS

Adult Diagnostic and Treatment Center

P.O. Box 190
 Avenel, New Jersey 07001
 Middlesex County
 732-574-2250
 Year opened: 1976
 Population as of January 1, 2007: 681

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 January 1, 2007: 1,318

Bayside State Prison

P.O. Box F-1
 Leesburg, New Jersey 08327
 Cumberland County
 856-785-0040
 Year opened: 1970
 Population as of January 1, 2007: 2,260

Central Reception and Assignment Facility

P.O. Box 7450
 Trenton, New Jersey 08628
 Mercer County
 609-984-6000
 Year opened: 1997
 Population as of January 1, 2007: 921

East Jersey State Prison

Lock Bag R
 Rahway, New Jersey 07065
 Middlesex County
 732-499-5010
 Year opened: 1901
 Population as of January 1, 2007: 1,925

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 January 1, 2007: 1,054

Garden State Youth Correctional Facility

P.O. Box 11401
 Yardville, New Jersey 08620
 Burlington County
 609-298-6300
 Year opened: 1968
 Population as of January 1, 2007: 1,825

Mid-State Correctional Facility

P.O. Box 866
 Wrightstown, New Jersey 08562
 Burlington County
 609-723-4221
 Year opened: 1982
 Population as of January 1, 2007: 637

Mountainview Youth Correctional Facility

P.O. Box 994
 Annandale, New Jersey 08801
 Hunterdon County
 908-638-6191
 Year opened: 1929
 Population as of January 1, 2007: 1,265

New Jersey State Prison

P.O. Box 861
 Trenton, New Jersey 08625
 Mercer County
 609-292-9700
 Year opened: 1836
 Population as of January 1, 2007: 1,778

Northern State Prison

P.O. Box 2300
 Newark, New Jersey 07114
 Essex County
 973-465-0068
 Year opened: 1987
 Population as of January 1, 2007: 2,771

Riverfront State Prison

P.O. Box 9104
 Camden, New Jersey 08101
 Camden County
 856-225-5700
 Year opened: 1985
 Population as of January 1, 2007: 1,022

Southern State Correctional Facility

P.O. Box 150
 Delmont, New Jersey 08314
 Cumberland County
 856-785-1300
 Year opened: 1983
 Population as of January 1, 2007: 2055

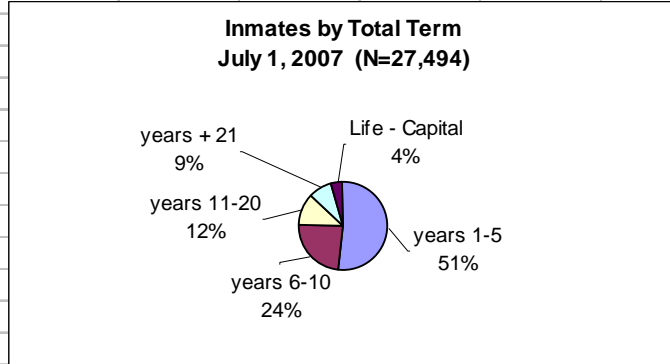
South Woods State Prison

215 South Burlington Road
 Bridgeton, New Jersey 08302
 Cumberland County
 856-459-7000
 Year opened: 1997
 Population as of January 1, 2007: 3,378



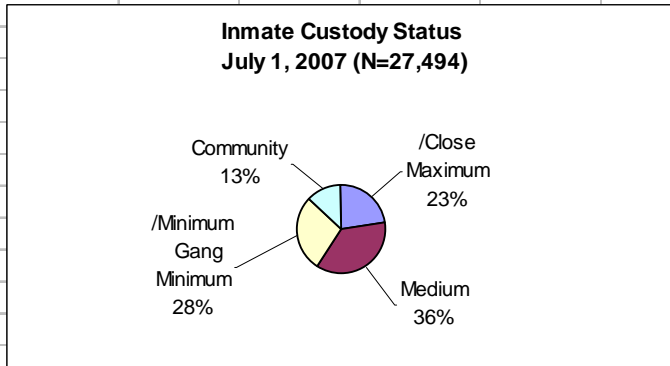
Inmates by Total Term

1-5 years	51%
6-10 years	24%
11-20 years	12%
21 + years	9%
Life - Capital	4%



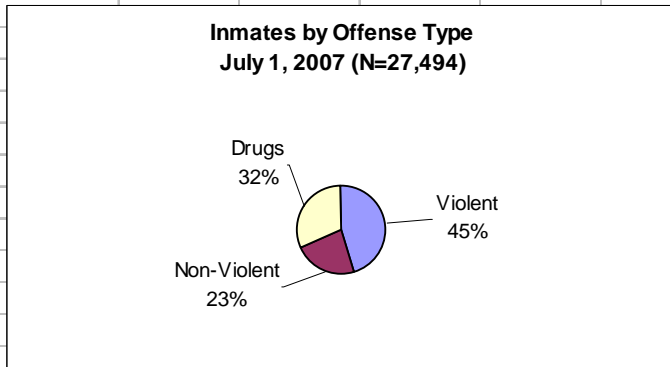
Inmate Custody Status

Close/Maximum	23%
Medium	36%
Minimum/Gang Minimum	28%
Community	13%



Inmates by Offense Type

Violent	45%
Non-Violent	23%
Drugs	32%

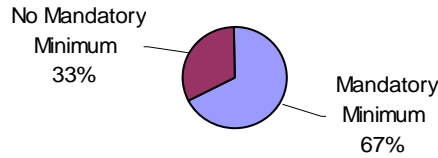




Inmates With

Mandatory	67%
No Mandat	33%

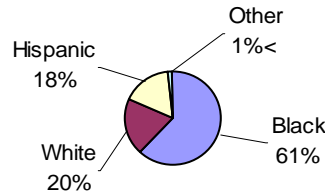
**Inmates With Mandatory Minimum Terms
 July 1, 2007 (N=27,494)**



Inmates by Race

Black	62%
White	20%
Hispanic	18%
Other	1%

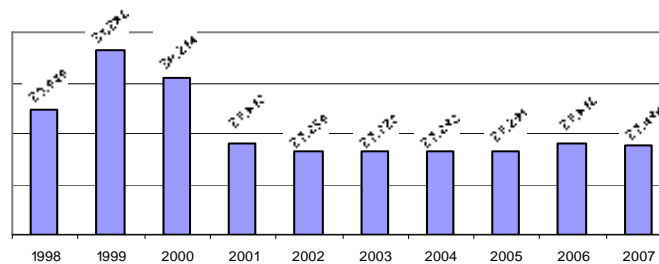
**Inmates by Race
 July 1, 2007 (N=27,494)**



Jurisdictional

1998	28,949
1999	31,286
2000	30,214
2001	27,612
2002	27,259
2003	27,328
2004	27,292
2005	27,291
2006	27,616
2007	27,494

**Jurisdictional Inmate Population
 July 1, 1998 Through July 1, 2007**





DIVISION OF PROGRAMS AND COMMUNITY SERVICES

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

Office of Community Programs

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

The NJDOC has embraced offender transition through community corrections. The

Office of Community Programs currently contracts for 25 RCRPs that provide an extensive variety of assessment, counseling, treatment and employment services to facilitate inmates' gradual reintegration into the community. Eleven programs are pre-release work release programs; nine are substance use disorder treatment programs that focus on sobriety and group dynamics; two are assessment and treatment centers that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident; and three are special-needs programs. RCRPs that provide in-house mental health services for the special needs inmate preparing to return to the community were established through two separate contracts in 2006; one program is provided to the females and one program to the males. There are presently 2,744 RCRP beds under contract with the NJDOC.

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

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

Special Needs Programs – The NJDOC currently contracts for three Special Needs Programs. The focus of these programs is the provision of specialized services for inmates with mental health issues, Medically Ill Chemically Addicted (MICA) issues and specialized health service needs. Two of these programs collaborate with a third party to provide on-site mental health services. Once treatment needs are met, participants may be eligible to participate in a work release component. Although all of the RCRPs work closely with the residents to assist them with discharge planning, discharge planning and the provision of concrete linkages to community services is an essential element of these programs.



Substance Use Disorder Treatment Programs – The focus of these programs is the provision of services that will provide the tools for inmates with substance use issues to reenter society as productive and sober members. These programs utilize the assessments provided by the Assessment and Treatment Centers as well as the assessments performed during an inmate’s incarceration to create a seamless continuum for inmates with substance use issues. Ongoing assessments are performed throughout the inmate’s stay to determine progress in treatment. When inmates complete the treatment portion of their RCRP stay, they are generally eligible to seek employment.

Work Release Programs – These programs provide residents with a solid foundation for successful reentry into the workforce with the goal of obtaining and retaining viable employment.

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

The ISP is a highly structured and rigorous form of community supervision that involves extensive client contact, surveillance, a restrictive curfew and urine monitoring. It is located in

the judicial branch of government under the auspices of Probation Services in the Administrative Office of the Courts. An NJDOC representative serves as a member of the review panel, which screens, evaluates and recommends applicants to resending judges for acceptance to the program.

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

Office of Drug Programs

The mission of the Office of Drug Programs is to provide the addicted NJDOC inmate with the tools necessary to successfully reintegrate into society and succeed in remaining crime- and substance-free. The NJDOC currently contracts for 1,414

therapeutic community beds in 10 different programs, located in eight different correctional facilities, including a 60-bed program for females incarcerated at Edna Mahan Correctional Facility for Women.

The goals and objectives of the Office of Drug Programs include ensuring the placement of treatment-need offenders in the appropriate treatment opportunity to maximize treatment outcomes; providing quality assurance and monitoring oversight of the Therapeutic Community Substance Use Disorder Treatment Program; identifying and effectuating system-wide improvements in the provision of drug/alcohol treatment services to the addicted inmate under the jurisdiction of the NJDOC; promoting the NJDOC Continuum of Care treatment approach; and conducting outcome research related to drug treatment programming.

The Office of Drug Programs also is responsible for:

- Operating, managing and monitoring the Therapeutic Community Program, an evidence-based in-prison treatment model chosen by the department as its principal treatment modality to address substance use disorder. The Therapeutic Community



represents the first phase in the “Continuum of Care” strategy; in-prison treatment is followed by time in community corrections. The program, nine to 23 months in duration and based on progress in treatment, addresses addiction from a holistic approach. The Therapeutic Community views substance abuse as a disorder of the whole person, one that necessitates changes in lifestyle and self identity. The program resident is provided with the tools to assist him or her with successfully reintegrating into society. The eligibility criteria are based on an identified addiction and treatment need, proper time under the jurisdiction of the department to meet recommended dosage/exposure and the ability of the offender to achieve community corrections custody status.

- Operating, managing and monitoring the Mutual Agreement Program (MAP), which is the formal cooperative agreement between the NJDOC and the New Jersey Department of Human Services to make available state-licensed, residential, community-based substance use dis-

order programs throughout New Jersey that provide community-based treatment for inmates under the jurisdiction of the NJDOC.

- Operating, managing and monitoring the Responsible Parenting Program, which was developed collaboratively with the Department of Human Services to provide for greater family reunification through parenting skills, enhanced employment assistance and improved child support compliance for those inmates under the jurisdiction of the NJDOC who have outstanding child support issues.
- Operating, managing and monitoring the Offender Workforce Development Specialist Initiative, a specialized training and activities program coordinated for the various agencies and professionals who have the opportunity to assist former inmates in preparing for, obtaining and/or retaining employment.
- Operating, managing, and presenting the Living in Balance Program. The criteria to participate in the Continuum of Care precludes certain addicted offenders who have too

little time to participate and/or are not eligible for halfway house attendance. The Living in Balance approach is designed as a practical instructional system for conducting treatment sessions for persons who abuse or are addicted to alcohol and other drugs. The Living in Balance client sessions are facilitated by professionals who are trained to provide addiction treatment services in general and the Living in Balance curriculum.

- Operating, managing, and monitoring the Engaging the Family in the Recovery Process – An Innovative Program for the Max-Out Offender. This program engages the spouse/committed partner and children of offenders under its jurisdiction as allies in the end of the criminal and addictive lifestyle of their loved ones. It is the mission of the NJDOC to ensure public safety through appropriate confinement and offender rehabilitation programming. It is the family, however, that has the greatest personal stake in the success of this mission. The family can offer support under the stresses of reintegration and can provide ex-



ternal motivation for behavior change. The focus of the program is those who max-out (complete their sentence) while behind bars. The goals of the program are to strengthen marriage and family relationships of the incarcerated offender, enhance the well-being of children of incarcerated fathers and motivate and prepare incarcerated fathers to maintain drug-free and crime-free lifestyles. Case managers will arrange for family counseling and will begin to establish specific links to social and drug treatment services in preparation for release.

Office of Educational Services

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

Unlike a traditional school setting, the NJDOC follows

an open-entry, open-exit policy; students enter or exit classes according to their educational needs and entrance to the facility. The state mandates that all institutional educational services for the school-age population are equivalent to high school graduation criteria and aligned to the core curriculum standards. Mandatory educational services from grades K through 12 are provided for inmates under age 21. Education programs are on a voluntary basis for the adult-age population. Although there are local variations relative to specific vocational and special programs, all state facilities offer remedial, pre-secondary,





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

The Office of Educational Services is responsible for ensuring that all available funding is allocated, distributed and utilized. There are

numerous major funding sources available to the office: Direct State Appropriations, State Facilities Education Act, Title I Neglected and Delinquent, IDEIA-B, Carl D. Perkins Vocational Education Act and Adult Basic Skills Programs.

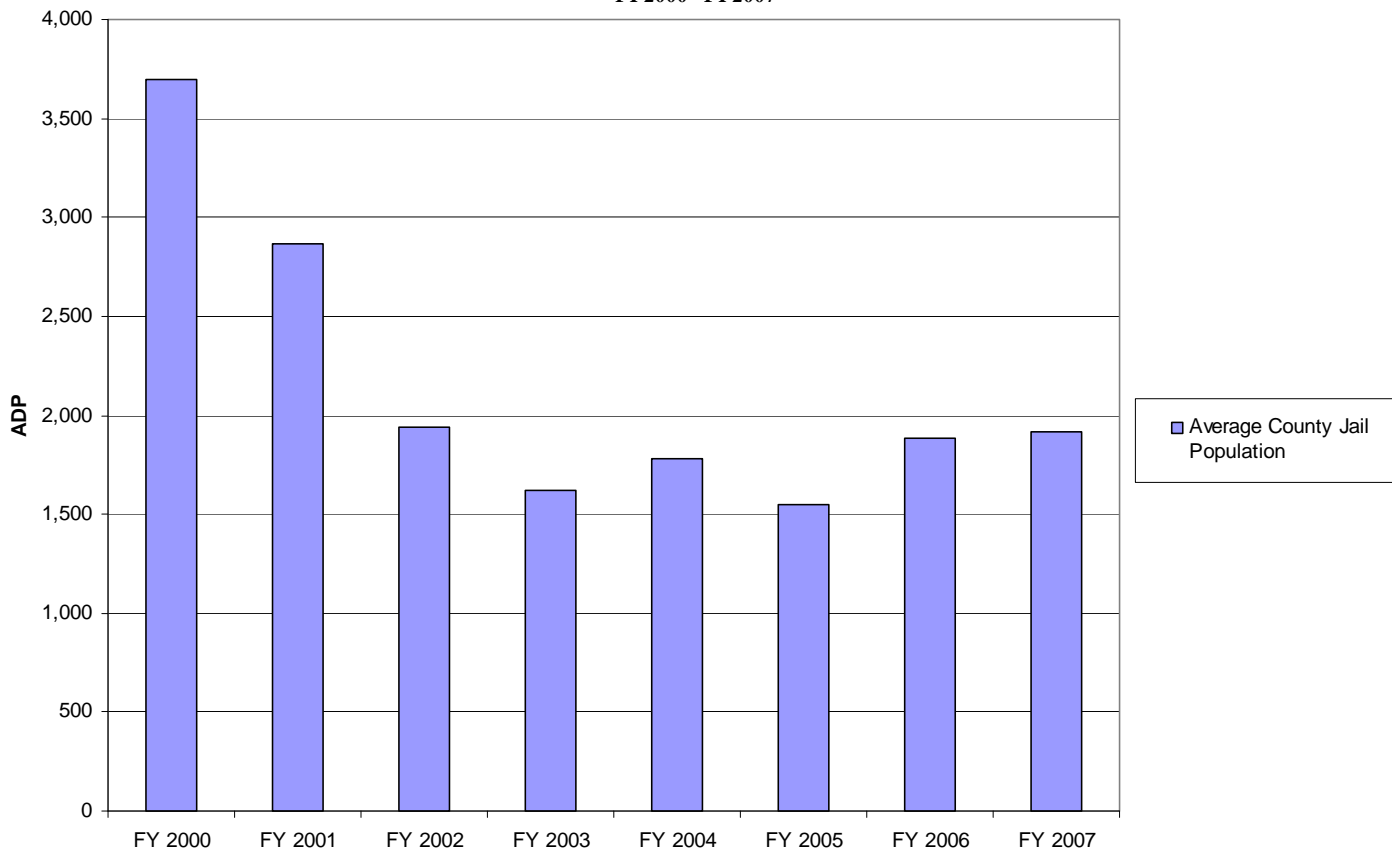
Additionally, the Office of Educational Services develops and schedules community outreach programs such as:

Project P.R.I.D.E. (Promoting Responsibility in Drug Education), which brings minimum custody offenders, escorted by correc-

tion officers, into middle and high schools or other agencies, to talk about their personal experiences with drugs and alcohol. Young people have an opportunity to hear real-life stories and to consider the consequences of substance abuse. The program is designed to reduce the appeal of drugs and alcohol and to promote decision-making skills.

Juvenile Awareness Program – East Jersey State Prison's Lifers Group developed the Juvenile Awareness Program for youth more than

DEPARTMENT OF CORRECTIONS
Average County Jail Population
FY 2000 - FY 2007





20 years ago. Participants must already be involved with a law enforcement agency or the court system and be accompanied by a parent and/or probation officer, to the facility's discussion groups.

Office of Internal Support and Outreach Services

The Office of Internal Support and Outreach Services includes the following entities:

Office of County Services

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

The Office of County Services is also responsible for:

- Reviewing the operation of all county work release programs.
- Providing training in "Cell Block Management and Suicide Awareness" to county police officer

recruits and line staff, as well as county correctional facility staff, as requested.

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

Community Labor Assistance Program

The Community Labor Assistance Program is responsible for providing inmate labor support to municipalities, governmental agencies and community based non-profit organizations. Both state and municipal government agencies utilize inmate labor support in an effort to reduce operational costs and save tax dollars. At present, approximately 85 labor teams provide service, five days a week, to a majority of New Jersey counties in throughout the state.

Inmate labor support is a staple for several state departments, including Transportation (DOT), Human Services (DHS) and Environmental Protection (DEP). Collectively, these three areas alone utilize 40 labor teams on a permanent basis. This resource has proven to be one of the most practical, cost-effective measures toward alleviating spending and operational costs for numerous entities that are affected by the present economic shortage.

The DOT utilizes 24 highway work crews totaling approximately 400 inmates; 18 inmate labor crews, charged with the responsibility of providing landscaping, janitorial work and special projects to many of the state developmental centers, are assigned to the DHS; and through a partnership with the DEP, nine state parks and the DEP Clean Shores Program are supported by inmate labor. In addition, five inmate labor crews support





the federal government at Fort Dix and one crew is permanently assigned to the State Police. Other state agencies receiving support from the Community Labor Assistance Program include the Departments of Community Affairs, Military and Veterans Affairs, Agriculture and Treasury.

Office of Chaplaincy Services

Chaplaincy Services are provided to the inmate population and offered to staff on request. Each NJDOC facility has chaplaincy representation. Normally, a facility is serviced by a chaplain representing a major faith group and supplemented by the use of volunteers.

The Office of Chaplaincy Services has developed a network program designed to assign inmates with trained faith-based mentors. The mentors serve as guides and role models while providing direction and/or assistance to the inmate along with his or her family to facilitate a successful return to society. The faith-based mentor program is offered to inmates within eight to 12 months prior to their max or parole date. Families of the incarcerated are included in the program, and faith-based mentoring groups are encouraged to reach out to families prior to

the release of inmates. The Chaplaincy Network Program has trained more than 250 volunteers as mentors, successfully matched more than 150 inmates with appropriate mentors and experienced an average success rate of 90 percent for the first three months of matches made.

Volunteer Services

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

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

Critical Incident Stress Management

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

The CISM team functions under the supervision of a standing committee appointed by the commissioner. The outcomes associated with this initiative include an improvement in staff morale, job retention, safety and a reduction in costs associated with injuries and time-loss. Crisis intervention services include pre- and post-incident crisis education, family support services, on-scene support services and demobilizations for large-scale incidents, small group defusing, and group interventions.

Office of Victim Services

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

Responsibilities of Office of Victim Services include:



- Offering guidance to department administration and staff in matters related to victim/witness assistance, including programs, policy development and implementation; and providing recommendations to the NJDOC on the implementation of core victims' rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.
- Providing general information on status and location of inmates, serving as a referral agent to assist in obtaining community resources, and acting as a liaison between victims, families of victims, the NJDOC and the offender. Inquiries often include assistance with court ordered restitution, community release impact statements, sentencing information, and notification methods and requirements.
- Providing services that increase chances for offenders to succeed in the community, such as the "Focus on the Victim Program."
- Enhancing awareness and support for employees, and their service to the

public; educating staff on good coping mechanisms and sensitivity to the victimized; and helping staff better understand victims' needs, to improve their skills for dealing with victims' stress and trauma.

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

Office of Transitional Services

The mission of the Office of Transitional Services (OTS) is to enhance public safety by reducing the risk that offenders will re-offend and return to prison. The OTS provides comprehensive social services starting from the time the offender enters prison. Under the auspices of the OTS, approximately 120 social workers provide group programming, group counseling and general social service support to inmates in all 14 state cor-

rectional facilities.

In addition to its role as the primary unit within the NJDOC to facilitate the prisoner reentry process, the OTS also forges partnerships with intra-agency offices, other state agencies and the federal government to identify and eliminate barriers to successful reentry. The OTS serves as a community resource by advising municipalities and community groups on ways to address reentry in their community.

The OTS matches inmates to institutional programs and community-based services according to their identified risk to recidivate and needs for rehabilitation. These programs and services are coordinated in four key interrelated areas: employment and economic stability, mental, physical and spiritual health, housing and family stability. The OTS continues to develop innovative programming for inmates, while spearheading NJDOC efforts to reduce recidivism rates in New Jersey.

The Office of Transitional Services matches inmates to institutional programs and community-based services according to their identified risk to recidivate and needs for rehabilitation.