

PO Box 863, Trenton, New Jersey 08625

Main Number: (609) 292-4036



facebook.com/NJDepartmentofCorrections



instagram.com/NJDepartmentofCorrections



twitter.com/NJ_DOC



state.nj.gov/corrections



Year in Review 2019

New Jersey Department of Corrections

Printed by
DEPTCOR
Department of State, Trenton, NJ
1-800-321-6524
deptcor.sales@doc.nj.gov
www.nj.gov/deptcor



Administrators gathered to celebrate the 2019 Correctional Officer's Day Ceremony at Central Office Headquarters in Trenton.

Year in Review 2019

Message from Commissioner Marcus O. Hicks, Esq. 4

Key Initiatives

- Safety and Security Remain Departmental Priorities 5
- Department Realizes Fiscal Efficiencies through Fiscal Responsibility 7
- NJDOC On the Front Lines of the Opioid Crisis 9
- Department Strengthens Reentry Offerings..... 11
- NJDOC Places Emphasis on Employee Wellness..... 13

A Look Back on 2019 15

Mission Statement..... 19

Office of the Commissioner 21

Office of the Chief of Staff..... 25

Division of Programs and Community Services 29

Division of Administration..... 37

Division of Operations 39



Message from Commissioner Marcus O. Hicks, Esq.



On behalf of the New Jersey Department of Corrections, I'm pleased to share the 2019 annual report, highlighting the Department's activities and achievements over the course of the year, while providing insight into the Department's continuous improvement strategy designed to meet the challenges of modern correctional management.

This report's reoccurring theme includes our hyper-vigilant focus on a series of critically important areas: safety, rehabilitation, reentry and resource efficiency.

Safety remains our highest priority. As such, we'll continue to explore new technologies and programs that promote the security and well-being of staff, the incarcerated population and communities.

In our view, safety goes hand-in-hand with rehabilitation and reentry. As offenders transition out of the state correctional system, our goal is to ensure they go back into the community equipped to succeed. We are placing increased emphasis on our education and vocational initiatives to help those in our care break the cycle of incarceration and strengthen our communities with productive men and women.

In 2019, a decrease in our prison population led to the Albert C. Wagner Youth Correctional Facility's consolidation. We will continue to review our operational needs to determine fiscal efficiencies without compromising public safety.

The achievements contained in this Annual Report would not have been possible without the loyalty and remarkable work ethic exhibited by the Department's custody and civilian staff. Under the leadership of Governor Murphy and his administration, my staff and I pledge to maintain the highest standards in order to remain a model law enforcement agency.

Handwritten signature of Marcus O. Hicks in black ink.

Marcus O. Hicks, Esq.
Commissioner

Marcus O. Hicks, Esq., Commissioner of the New Jersey Department of Corrections, has more than 17 years of public policy and legal experience. Prior to his appointment as Commissioner, he served in many roles since joining the Department in 2007

Initiative #1 Safety and Security Remain Departmental Priorities

With safety as our highest priority, the Department remains committed to providing opportunities to increase oversight, protections, and reporting of nefarious activities.

- The New Jersey Department of Corrections (NJDOC) conducted camera audits within all of its facilities. Plans were developed and executed to add additional cameras for blind spot reductions leveraging equipment from the consolidation of the Albert C. Wagner Youth Correctional Facility.
- Adding to the various sexual assault/harassment reporting mechanisms, the Department established a confidential Special Investigations Division (SID) sexual assault hotline at Edna Mahan Correctional Facility for Women (EMCFW) and a Prison Rape Elimination Act (PREA) link on the NJDOC website for loved ones with information on third-party reporting and education.

- A new female investigator and an additional position were added to the EMCFW's Special Investigations Division Unit.
- Clinical staff created “#MeToo” a program for victims of sexual assault/abuse.
- The NJDOC updated its PREA retaliation monitoring policy, which includes a newly developed formal retaliation monitoring form to document interviews and paper reviews and any instances of actual or perceived retaliation reported by an inmate.
- NJDOC Executive Staff members and a group of EMCFW supervisors attended a three-day training session sponsored by the National Institute of Corrections, focusing on developing gender-informed policies and best practices specifically related to staff interactions with female inmates.
- The NJDOC received \$246,146 in federal funding from the Bureau of Justice Assistance titled, “Strengthening Correctional Culture around PREA: Using a Recidivism Reduction Model.” The project contains new training delivery and updated PREA materials.
- The NJDOC received an increase in funding, through the Stop Violence Against Women Act grant program, for the continuation of counseling services for female inmates victimized by domestic violence or sexual assault.



Commissioner Hicks joined members of the intelligence community to share best practices on safety reforms and gang management.

Initiative #2

Department Realizes Fiscal Efficiencies through Fiscal Responsibility

The Department continuously seeks opportunities to utilize fiscal resources responsibly, realizing efficiencies where possible, without compromising public safety.

- In 2019, with a decrease in the prison population, the Department announced the consolidation of Albert C. Wagner Youth Correctional Facility, saving approximately \$13 million without impacting job loss.

- Through the internal maintenance conversion of cells into offices, the NJDOC realized \$2 million in savings.
- The Department realized a savings of more than \$500,000 over four months by utilizing in-house maintenance staff rather than capital projects.
- By switching the powerhouse to contracted services, the NJDOC saved \$1.3 million.
- The establishment of the Right-Sizing Committee allowed for an ongoing process through which the staffing levels within each NJDOC facility are evaluated.
- By closely monitoring overtime for Communications Operators, the Department realized a \$150,000 savings.



*Albert C. Wagner
Correctional Facility located
in Bordentown, New Jersey.*

Initiative #3

NJDOC on the Front Lines of the Opioid Crisis

The Department remains steadfast in its efforts to assist with the holistic rehabilitation of individuals in various ways, including through the management of opioid addiction.

- Offender treatment begins at intake, with all offenders entering the NJDOC screened for common classes of addictive substances and, when appropriate, referred for psychosocial treatment and medications.
- During intake health screenings, the NJDOC proactively tests all individuals who have certain risk criteria for Hepatitis C. Risk criteria takes into account sexual history, IV drug use, tattoos and those born between 1945 and 1965, in accordance with Centers for Disease Control and Prevention recommendations, among other factors. Those who do not meet the criteria can receive testing on request.
- In 2019, 3,104 Hep C antibody tests, covering 2,900 unique patients, were administered to determine how many patients were infected with the Hep C virus (HCV); 2,177 HCV RNA tests were administered, covering 1,539 unique patients, to determine if the Hep C virus is present in a patient's bloodstream; and 472 patients were treated, 376 of whom are patients with a substance use disorder.
- The Peer Entry Specialist program was initiated utilizing Governor Murphy's opioid funding. The program pairs specialists with an incarcerated individual six months prior to release through up to one-year post-release. The specialist supports the recovery process and helps educate offenders regarding the services available to them in the community. *As of December 31, 2019, there were 27 peer health navigators.*
- All NJDOC custody staff are trained to administer and equipped with Narcan. *In 2019, 6,620 vials of Narcan were made available for distribution to NJDOC staff members.*
- Narcan was provided to offenders upon release.
- The Department awarded \$8 million in Medication-Assisted Treatment (MAT) grants to assist county jails in creating MAT programs utilizing NJDOC best practices for addiction treatment.

Commissioner Hicks joined sister agencies across the state to discuss the Department's efforts to address the Opioid epidemic.



Initiative #4 Department Strengthens Reentry Offerings

New Jersey is among the states with the lowest recidivism rates in the nation, partly due to the rehabilitative and vocational services provided to help ensure the incarcerated successfully reintegrate into society.

- The NJDOC continues to organize reentry and career fairs to bring government agencies, community providers and employers into correctional facilities to expose them to the pool of job-ready candidates and create on-site employer interview opportunities for offenders. In June 2019, a reentry fair was held at Edna Mahan Correctional Facility for Women.
- A December 2019 hiring event with Amazon at Northern State Prison resulted in 11 offenders being hired on the spot, pending release.

- The Department advocated for post-release hiring to the New Jersey Casino Control Commission and the Atlantic City Chamber of Commerce while touting the vocational preparation that offenders receive in NJDOC facilities. Among those in attendance were human resources representatives from every casino in Atlantic City.
- As part of a \$500,000 grant from the Department of Justice's FY 2019 Reentry Initiatives: Building System Capacity and Testing Strategies to Reduce Recidivism, the NJDOC established the state's first all-veterans unit, in collaboration with the New Jersey Department of Military and Veterans Affairs, at East Jersey State Prison. The unit is designed to promote evidence-based services and resources unique to the veteran population, giving veterans the tools to focus on rehabilitation and reentry in a centralized location. The grant includes transitional housing support and a staff training component on unique issues impacting this population, including post-traumatic stress disorder.



Members from the Amazon HR team visited Northern State Prison to recruit individuals nearing release, providing job opportunities onsite.

Initiative #5 NJDOC Places Emphasis on Employee Wellness

Employees are our most valuable resources. To help staff manage the unique stressors of law enforcement, the Department piloted a Workforce Wellness initiative at three of its locations – Garden State Youth Correctional Facility, South Woods State Prison, and Central Office Headquarters. Additionally, the Department provided training opportunities for its staff and an external network of correctional leaders.

- Wellness events have been held at all NJDOC facilities to create awareness of new and existing wellness initiatives among employees.
- Garden State Youth Correctional Facility and South Woods State Prison developed a wellness room with a relaxed environment, healthy snacks, and wellness literature.
- The Department established a chaplain support program designed to address correctional stressors.
- The NJDOC hosted in-service training for administrative staff and external correctional leaders on leadership, MAT, and suicide prevention.
- The Department continues to deploy its Critical Incident and Stress Management (CISM) team when a tragic or traumatic incident occurs. Members of the CISM team meet with staff to discuss their thoughts relating to an incident and provide referrals as needed. Additionally, CISM holds annual outreach awareness events at each institution to reduce stigma around caring for one’s mental health.



Volunteer members of the NJDOC staff gathered for a training to join the CISM team providing critical assistance to team members in need.

A Look Back on 2019

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

- The 2019 calendar year saw three classes of trainees complete weeks of rigorous preparation to graduate from the Correctional Staff Training Academy with a total of 295 graduates.
- On July 30, the Department formally recognized Correction Officer Day and also presented the 2019 Departmental Service Awards to 15 custody and civilian staff members for their exemplary service within the Department and the community.



- Members of the Special Operations Group (SOG) were deployed to Indiana as part of the New Jersey All Hazards Incident Management Team in support of Shaken Fury, a 10-day exercise presented by the Federal Emergency Management Agency. The exercise, which simulated a disaster area in the wake of an earthquake, was the largest multinational search-and-rescue exercise to date in the U.S. Members of the All Hazards Incident Management Team also helped to organize the three-day Firefly Music Festival in Delaware, which drew nearly 200,000 people.
- On September 20, SOG members took part in the search for a missing 5-year-old Bridgeton girl.
- After a routine exercise, members of the SOG Field Force Extrication team left MetLife Stadium and headed for the New Jersey Turnpike. As the small convoy attempted to cross the Chaplain Washington Bridge, they encountered a tractor-trailer fire on the bridge. Team members extinguished the fire and maintained traffic control until the Newark Fire Department arrived.
- On August 6, the NJDOC took part in National Night Out – a campaign designed to promote positive ties between law enforcement and communities – on several fronts. Commissioner Marcus O. Hicks, Esq., participated in the gathering in Trenton, while SOG and the NJDOC Recruitment Unit were present for demonstrations and to provide information about the Department at various locations across the state.

In addition to executing the Department's mission, staff engage in a myriad of activities in support of local communities. The team at Mid-state supported the less fortunate during the holiday season through the Adopt-a-Family program.



Commissioner Hicks, outfits local children with safety helmets during National Night Out.

- An all-female Board of Trustees was reestablished at Edna Mahan Correctional Facility for Women to provide expertise and recommendations on behalf of the women housed at the facility. The Board, whose members represent such areas as law, medicine and academia, met four times in 2019.
- A state-of-the-art outdoor playground opened at Edna Mahan to provide an additional layer of enjoyment to a child's visit to the facility to see his or her mother.



The Department held a ribbon cutting ceremony to celebrate the new playground at Edna Mahan Correctional Facility for Women, providing bonding support during visitation.

- In 2019, 3,335 birth certificate applications, 2,093 Social Security Number applications and 163 Motor Vehicle Commission non-driver photo ID cards were completed for the offender population.
- A total of 4,043 Affordable Care Act healthcare applications were completed for the offender population.
- The JOBview app launched on JPay kiosks with information on employment opportunities helping individuals get a head start on finding post-incarceration employment.
- Funds generated through JPay have been used for vocational programming as well as reading materials for inmates.
- The NJDOC co-hosted the annual East Coast Gang Investigators Association conference, bringing together members of the intelligence community.

- Under the tutelage of instructor Debbie Mahon, Jones Farm Horticulture students had 36 entries in the prestigious 2019 Philadelphia Flower Show, earning 34 ribbons, including two coveted rosette ribbons and three first-place ribbons.



Jones Farm Horticulture students apply their learnings, while prepping for the 2019 Philadelphia Flower Show.



Commissioner Hicks hosted Take Your Child to Work Day with K9 demonstrations, hazmat and emergency response vehicle tours, safety equipment try-ons and more.

New Jersey Department of Corrections Mission Statement

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





Office of the Commissioner

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

Office of Human Resources

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

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

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

Office of Legal & Regulatory Affairs

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

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

- **Administrative Rules Unit (ARU)** - The primary responsibilities of the ARU are to develop, maintain and promulgate New Jersey Administrative Code 10A rules for the NJDOC.



The Commissioner joined by his administration participates in Correctional Officers Day, an event awarding staff for their achievements while recognizing the fallen.



- **Americans with Disabilities Act (ADA) Unit** - The ADA coordinator reviews grievances from staff and inmates and ensures that the NJDOC is in compliance with the federal ADA and the New Jersey Law Against Discrimination regarding disabilities. The ADA coordinator advises on all disability-related matters.
- **Disciplinary Hearing Unit** - This unit provides hearing officers to all state correctional facilities to adjudicate inmate disciplinary charges in a timely and efficient manner.
- **Government Records** - The unit is responsible for ensuring compliance with the Department with the Open Public Records Act (OPRA). To accomplish this mission, every OPRA request received by the NJDOC is reviewed to determine whether all or part of the request for document(s) can be released to the public in accordance with the law. All government record requests directed to the Department are processed and responded to within the designated time period.
- **Inmate Litigation Unit** - This unit ensures that all inmate litigation directed toward the NJDOC is processed in accordance with the policies and procedures of the NJDOC and the Office of the Attorney General. The litigation staff maintains a working relationship with the Office of the Attorney General during the preparation of legal representation for cases involving the NJDOC; provides support and direction to the litigation liaisons in each correctional facility; and updates and advises the Commissioner on the status and potential impact of pending litigation.
- **Legislative Services** - The unit keeps abreast of proposed and current legislation that may impact the NJDOC and maintains a cooperative and informative working relationship with the state legislature and committee aides, the Governor's Office and the Office of Legislative Services in order to respond to inquiries and requests for constituent assistance, and to provide comments and necessary amendatory language during the process of enacting law. In addition, the unit provides staff with updates regarding legislative initiatives in an effort to track and disseminate any proposed legislation or amendments that may require a position by the NJDOC.
- **Equal Employment Division (EED)** - The NJDOC is committed to providing its employees and prospective employees with a work environment free from discrimination or harassment. The mission of the EED is to ensure compliance with the Policy Prohibiting Discrimination in the Workplace, through dissemination of the policy, training and investigations.

In compliance with the policy, the EED conducts thorough, fair and impartial investigations into complaints. Following an investigation, employees who are found to have engaged in acts of discrimination, harassment or retaliation are subject to remedial action, including disciplinary charges and/or administrative remedies.

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

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



Office of the Commissioner

- **Conscientious Employee Protection Act (CEPA)** – The CEPA section of the EED is responsible for training and conducting investigations under CEPA. CEPA provides that an employer shall not retaliate against an employee who: (1) discloses or threatens to disclose an activity which the employee reasonably believes is in violation of a law, rule or regulation; (2) provides information to, or testifies before, any public body conducting an investigation/hearing into any violation of a law, rule or regulation; or (3) objects to or refuses to participate in any activity, policy or practice that the employee reasonably believes is in violation of a law, rule or regulation, is fraudulent or criminal, or is incompatible with a clear mandate.
- **Employment Litigation Compliance Unit** – The Employment Litigation Compliance section of the EED provides legal support to outside counsel and Deputy Attorneys General with the Department of Law and Public Safety in employment litigation involving allegations of discrimination, harassment, retaliation and/or hostile work environments.

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

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



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

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

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

Office of Public Information

The mission of the Office of Public Information (PIO) is to elevate the profile of the Department by providing accurate and timely information relating to the NJDOC’s events, plans, programs, functions, services and activities to the news media, other governmental agencies and the general public, leveraging its platforms, including PIO-managed news media alerts, website, *Inside Corrections* newsletter and social media platforms.



Office of the Chief of Staff

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

Fleet Management Unit

The Fleet Management Unit (FMU) serves as a liaison between the NJDOC, Department of the Treasury and Bureau of Transportation Services, to ensure that all departmental vehicles are receiving proper repairs. The unit also is responsible for registrations, insurance cards, fueling cards, EZ-Pass account oversight - including transponder assignments.

The FMU manages the Department's extensive vehicle database, analyzing current and historical vehicle assignment information as well as mileage reporting to establish vehicle replacement criteria. In addition, the unit investigates and composes correspondence regarding vehicle-related infractions, such as vehicle complaints and traffic violations forwarded by the Department of the Treasury.

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

Office of Training

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

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

Legislation obligates the Police Training Commission to approve the state basic curriculum, county correctional police officer recruit training programs and firearms training programs. The Office of Training has codified and standardized the curriculum and expanded the content and duration of the basic training. After completing the required courses, each officer receives a basic training diploma from the NJDOC and receives certification from the Police Training Commission. Additionally, in accordance with the New Jersey Administrative Code, the Office of Training is responsible for overseeing and approving all training for county correctional police officers.

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

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.



NJDOC's fleet safely transports offenders to a variety of locations including court and medical trips.



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

The following units comprise the Office of Training:

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

To qualify for admission into the NJDOC Correctional Staff Training Academy, applicants for Correctional Police Officer must pass the Civil Service Commission Law Enforcement examination and complete a four-phase pre-employment process that includes an extensive background investigation and drug screening, as well as physical and psychological examinations.

Office of Policy and Planning

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



Office of the Chief of Staff

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

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

Grant Awards		
Program/Project Name	Funding Source	Award Amount
New Grant Awards		
FY2017 State Criminal Alien Assistance Program	Bureau of Justice Assistance	\$4,172,517
FY2018 State Criminal Alien Assistance Program	Bureau of Justice Assistance	\$4,325,047
SFY18 Law Enforcement Officers Training Equipment Fund	NJ Department of Law & Public Safety	\$103,238
FY2019 Body-Worn Camera (BWC) Policy and Implementation Program Grant	Bureau of Justice Assistance	\$250,000
FY2019 Implementing the PREA Standards, Protecting Inmates & Safeguarding Communities	Bureau of Justice Assistance	\$246,146
FY2019 Innovative Reentry Initiatives: Building System Capacity and Testing Strategies to Reduce Recidivism	Bureau of Justice Assistance	\$500,000
FY2018 State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$539,485
FY2019 State Body Armor Replacement Program	NJ Department of Law & Public Safety	\$491,265
Total New Awards		\$10,627,698
Continuation Grant Awards		
2016 Residential Substance Abuse Treatment-No Return I	Bureau of Justice Assistance	\$51,677
FY2018 Second Chance Act Addressing the Needs of Incarcerated Parents with Minor Children	Office of Juvenile Justice and Delinquency Prevention	\$741,924
Adult Basic Skills	Department of Education	\$1,149,729
Carl Perkins Vocational	Department of Education	\$197,917
Individuals with Disabilities Act	Department of Education	\$206,496
No Child Left Behind Act	Department of Education	\$372,712
STOP Violence Against Women	Office on Violence Against Women	\$76,000
STOP Violence Against Women	Office on Violence Against Women	\$86,611
FEMA Winter Storm Jonas	Federal Emergency Management Agency	\$200,654
FY2018 Responsible Parenting Program	Department of Health & Human Services	\$550,000
Total Continuation Awards		\$3,633,720
Pending Grant Awards a/o 1/01/2020		
FY2019 State Criminal Alien Assistance Program	Bureau of Justice Assistance	\$4,509,346
FY2017 Justice Assistance Grant (JAG)	NJ Department of Law & Public Safety	\$95,812
2019 National School Lunch Program (NSLP) Equipment Assistance Grant	NJ Department of Agriculture	\$33,998
FY2017 Victims of Crime Act (VOCA)	NJ Department of Law & Public Safety	\$96,000
SFY19 Law Enforcement Officers Training Equipment Fund	NJ Department of Law & Public Safety	\$121,461
Total Pending Awards		\$4,856,617
Total Grant Awards		\$19,118,035



Division of Programs & Community Services

The Division of Programs and Community Services enhances public safety through the development, coordination, administration and delivery of institutional and community-based programs and services for offenders, including academic and vocational educational programs, library (lending and law) services, chaplaincy services, and transitional and social services based on individual need. Additionally, to provide the offender preparing for release with a gradual and supported transition from corrections into the community, the division contracts with private and non-profit providers throughout the state to provide community-based residential treatment and work release programs. The division also is responsible for inspections of county jails and municipal detention facilities.

Office of Victim Services

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

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

- Offering guidance to departmental administration and staff in matters related to victim/witness assistance, including programs, policy development and implementation, and providing recommendations specific to the implementation of core victim's rights, including notification, restitution, protection from intimidation, harassment or harm, victim input, information and referral services.
- Providing assistance to victims of crime regarding status and the location of inmates, serving as a referral agent to assist with obtaining community resources and acting as a liaison between victims, families of victims, the NJDOC and the offender. Inquiries often include assistance with court-order restitution, community release impact statements, sentencing information and notification methods and requirements. *In 2019, the Office of Victim Services responded to 254 telephone calls from victims.*
- Providing programs that serve to educate the offenders on the impact of the crime they have committed on victims, the community and their own families. The Focus on the Victim Program (FOV) offered to the offender population places emphasis on restorative justice, empathy building, offender accountability and making amends. *In 2019, 358 participants enrolled in FOV, of which 81% percent completed the program.*
- H.E.A.R.T.S. Program (The Heal and Empower those overcoming Abuse and Rape Through Support) is a trauma recovery-based program offered to the female offender population. This 12-week program focuses on the impact sexual abuse has on its victims and survivors. *In 2019, 50 participants enrolled in HEARTS, of which 38% percent completed the program.*
- Enhancing education, awareness and support for the NJDOC employees and the community at large through presentations on understanding victims' needs, enhancing skills for dealing with stress and trauma experienced by victims, recognizing the



importance of sensitivity toward victims, and assisting victims with coping skills that will aid in their process of healing and improving upon their lives. Active participation in state, county and other local victim-related meetings and functions, in addition to networking with national, state and local victim service providers to ensure the victims are afforded rights and services under federal, state and local laws.

- The Critical Incident Stress Management Program responds to traumatic incidents that may adversely impact an employee's ability to function both at the time of the event or later.

Office of Volunteer Services

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

In 2019, the NJDOC had a monthly average of 202 educational volunteers. These dedicated individuals visited correctional facilities 2,767 times and performed a total of 7,041 hours of service. In addition, the NJDOC had a monthly average of 918 approved religious services volunteers who visited correctional facilities 16,118 times and performed a total of 30,674 hours of service.

Office of Community Programs

The mission of the NJDOC Office of Community Programs is to prepare offenders to reenter society as productive citizens and to reduce the likelihood that they will relapse and/or recidivate. To that end, the office contracts with private and not-for-profit agencies to connect individuals with community-based 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 Office of Community Programs currently has 14 contracts across 16 locations that provide an extensive variety of assessments, counseling, treatment and employment services to facilitate the inmates' gradual reintegration into the community. Five programs are pre-release work release programs; eight are substance use disorder treatment programs that focus on sobriety and group dynamics; one provider is dual service and provides both drug treatment and work release; one special needs program; and two assessment and treatment centers that provide orientation to male and female inmates to the treatment process as well as comprehensive assessments of each resident prior to their assignments to an RCRP.

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

- **Assessment and Treatment Centers** – Provides eligible inmates with a comprehensive assessment of their needs and risks, an orientation to a treatment regimen, and a referral to Work Release Programs, Substance Use Disorder Programs.
- **Correctional Treatment Programs** – The focus of the Correctional Treatment Programs is the provision of services that provides the tools for inmates with treatment issues to reenter society sober. These programs utilize the assessments provided by the Assessment and Treatment Centers as well as the assessments performed during inmate intake creating a seamless continuum of care for individuals with substance use issues both during incarceration and post-release. Ongoing assessments are performed throughout the inmate's stay to determine progress in treatment. Additionally, when an inmate has completed the treatment portion of the RCRP stay, he or she is



Division of Programs & Community Services

generally eligible to seek employment.

- **Work Release Programs** – The focus of the work release programs is to provide residents with a solid foundation for successful reentry into the workforce with the goal of not just obtaining viable employment, but retaining employment.

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

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

- **Office of County Services** – As required by state statutes, the Office of County Services conducts annual inspections of the 22 county correctional facilities. In addition to county jail inspections, NJDOC is responsible for ensuring the biennial inspection of approximately 469 municipal detention facilities throughout the state. The office also reviews and approves documents for the construction, renovation or alteration of those facilities to ensure compliance with New Jersey Administrative Code (NJAC) requirements.

Responsibilities of the Office of County Services include, but are not limited to, assessing the operation of all county work release programs, reviewing and responding to inquiries from state-sentenced inmates confined in county correctional facilities, and delivering technical assistance to county correctional wardens/administrators and police chiefs concerning the revision, development and/or implementation of any policy, procedure or written protocol required by the NJAC. *In 2019, 221 municipal detention facilities were inspected, 79 of which were found to be in full compliance.*

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

When religious issues are challenged by the offender population or institutions are seeking further guidance on religious matters, the Office of Chaplaincy Services assists in this process through the input of its Religious Issues Committee. The Religious Issues Committee consists of a diverse team of departmental staff members who convene to



Worship services offered through the Chaplaincy program provides critical emotional support to both inmates and staff.



review religious matters on a case-by-case basis and make recommendations to ensure that offenders' religious rights and freedoms are upheld, while ensuring the safety and security of the overall institution.

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

Office of Educational Services

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

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

The NJDOC operates these major programs:

- **High School Diploma Program** – All youth offenders under age 20 and those under age 21 with an Individual Education Plan (IEP) are provided traditional high school coursework, including mathematics, social studies, language arts, science, and enrichment classes. Students earn credits from their home school districts toward the fulfillment of their high school diplomas. Youth students are mandated to attend such coursework until they reach an ineligible age. *In FY 2019, 83 high school diplomas were awarded.*
- **Adult Basic Education and High School Equivalency Program** – Adult students have the opportunity to attain their high school equivalency (HSE) diploma and have access to adult basic education programs with certified teachers at all correctional facilities.



Division of Programs & Community Services

In FY 2019, 494 students passed the high school equivalency examination, which reflects a 69% percent passing rate.

- **Career and Technical Education Program** – The NJDOC offers career and technical education programs that teach vocational skills in line with the modern-day job market. Students earn industry-recognized certifications upon completing these programs, which they can use to secure gainful employment upon release. *In FY 2019, approximately 7,500 industry certifications were awarded.*
- **Post-Secondary Education** – The NJDOC partners with a consortium of colleges and universities through the New Jersey Scholarship and Transformative Education in Prisons, providing secondary education through college correspondence courses. The program operates in seven correctional facilities through the Second Chance Pell Grant Pilot. The VERA Institute of Justice oversees the implementation of this initiative.

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

Office of Transitional Services

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

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

The Office of Transitional Services’ Correction Offenders Reintegration Programs (CORP) include:

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



things in a positive way. *In 2019, 958 participants enrolled in T4C, of which 88% percent completed the program.*

- **Successful Transition and Reentry Series (STARS)** – STARS is a release preparatory program designed to address each major reentry barrier faced by the returning offender. Topics include employment, housing, transportation, education, family reunification and finances. STARS assists offenders in breaking the cycle of incarceration, address possible barriers associated with the reentry process, teaches offenders how to build positive family relationships, prepares offenders to join the workforce and helps develop effective problem-solving, communications and life skills. It also provides offenders with vital resource information for services in the community. *In 2019, 1,534 participants enrolled in STARS, of which 86.25% percent completed the program.*
- **Cage Your Rage for Men (CYR-M) and Cage Your Rage for Women (CYR-W)** – CYR is an anger management program endorsed by the American Corrections Association as a best practice program designed to help offenders recognize their angry feelings, learn their cause, and deal with them in a responsible way. *In 2019, 937 participants enrolled in CYR, of which 88.9% percent completed the program.*
- **Successful Employment through Lawful Living and Conflict Management (SEALL)** – SEALL is a job retention program with a specific focus on maintaining employment and addressing on-the-job conflict. The program prepares offenders to address possible barriers to employment, build positive working relationships, and develop effective problem solving and communication skills. *In 2019, 1,851 participants enrolled in SEALL, of which 88.22% percent completed the program.*
- **Helping Offenders Parent Effectively for Men (HOPE) and Helping Offenders Parent Effectively for Women (HOPE-W)** – HOPE is a parenting program offered by the NJDOC designed to help participants become responsible parents and reduce the rate of incarceration by assisting offenders in influencing their children to live law-abiding lives. HOPE enables offenders to recognize the importance of accepting responsibility for their children and increasing their ability to be self-sufficient by beginning to take control of their lives. *In 2019, 629 participants enrolled in HOPE, of which 83.15% percent completed the program.*
- **Family Reunification and Transition (FRAT)** – FRAT is a program that focuses on recognizing that many offenders leave prison without developing a plan for rebuilding family relationships or without an understanding of their family’s expectations upon their return. FRAT assists offenders as they begin reconnecting with their family members by addressing past and present behaviors and preparing for changes in the family that could affect the offender’s transition. *In 2019, 1,539 participants enrolled in FRAT, of which 89.54% percent completed the program.*

The NJDOC offers a series of vocational and educational programs to help individuals build their skill set in preparation for successful reentry.





Division of Programs & Community Services

OTS Special Services

- **Fair Release and Reentry Act** - There are many obstacles offenders may face when making the transition from a correctional facility to their community. The Fair Release and Reentry Act (FRARA) of 2009 is intended to provide those ex-offenders exiting with a comprehensive information packet to aid in their successful re-integration into society. On the day of release, every inmate leaving the custody of the New Jersey Department of Corrections will receive a FRARA portfolio containing information that may be beneficial to his or her reentry. The FRARA portfolio includes a temporary release photo ID, final discharge paperwork, a copy of current criminal charges, remaining account balance, final trust account statement and a medical records summary. Where applicable, released inmates will also be provided with notification of active warrants/detainers, NJ Transit bus tickets (if purchased), any necessary medical referrals, and a two-week supply of medication.
- **Project Storybook** - This program gives incarcerated mothers the opportunity to read and record books for their children. The incarcerated mother records a book on a CD. Then, the book and the CD are sent home to the child as a gift from their incarcerated parent. *In 2018, 146 CDs were recorded and sent home to children.*
- **Mother/Child Visitation Program** - This program allows inmate mothers to visit with their children at Edna Mahan Correctional Facility for Women (EMCFW). The Mother/Child Visitation Program provides transportation for children from a pickup point in a designated county. The county pickup points include - Camden, Mercer, Middlesex, Union, Essex, Monmouth, Bergen, Passaic Hudson and Morris counties. *In 2018, 126 Mother/Child visits were held, with the participation of 47 mothers and 107 children.*
- **Saving Our Sisters (S.O.S.)** - This program is a joint effort between the NJDOC and the New Jersey Department of Law and Public Safety, State Office of Victim-Witness Advocacy. It provides services under the Violence Against Women Act (VAWA). The goals of the program are to reduce the negative impact of past domestic violence and sexual victimization of female inmates, and to reduce the risk of future victimization of the female victims of domestic violence, upon their release from prison.

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

- **Psychoeducational Programing** - Two groups are offered, to be taken in sequence or independently. The first, Understanding Domestic Violence, provides a basic understanding of abuse and power by exploring why people chose to abuse and defining the impact of trauma. The second, Healthy Relationships, offers participants the opportunity to further evaluate past and present relationships by exploring feelings of self-esteem and traits of healthy relationships. *In 2018, 89 inmates participated in*



Understanding Domestic Violence, 14 inmates participated in Moving Forward (phased out FY 2019), and 51 inmates participated in Healthy Relationships.

- **Individual Counseling** - Offenders who identify as a past and/or present victim of intimate partner violence are offered the opportunity to participate in individual counseling sessions. Therapy sessions are facilitated by a licensed clinical social worker and may be utilized as a sole treatment service or in conjunction with other treatment services. *In 2018, 152 counseling sessions were held.*
- **Domestic Violence (DV) Awareness Month Activities** - Three days of specialized events: viewing TEDx Talks, DV Jeopardy and a Trust Walk were offered to the inmates who attended DV Awareness Month activities.



To raise awareness and honor the victims of domestic violence, the Office of Victim services adorned the trees at the Central Office Headquarters with purple ribbons and held a series of educational events for the incarcerated community.



Division of Administration

The Division of Administration is responsible for managing the Department's \$977 million budget. Nearly 20,000 state-sentenced inmates are housed in NJDOC facilities, county jails and halfway houses. The division provides administrative services to support the Department's budget and fiscal management, procurement, internal auditing, DEPTCOR and information technology.

Office of Financial Management

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

The office is comprised of the following bureaus/units:

- Bureau of Budget and Fiscal Planning** – This bureau compiles annual operating budgets that reflect the needs of the NJDOC, as required by legislative mandate. The bureau provides fiscal analysis of current-year activity and compiles quarterly spending plans that report on the fiscal status of the Department. In addition, it monitors the levels of spending via account/spending analysis and establishes institutional full-time employee (FTE) position caps based on available salary funding. Bureau staff directly supports institutional business office staff in fiscal matters as needed for daily operations. The bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls to DEPTCOR, Agri-Industries and Capital Construction. The bureau's responsibilities also include funding all capital projects and authorizing reimbursements to the counties for the housing of state-sentenced inmates housed in county jails.
- Bureau of Auditing** – This bureau provides independent financial audits of the trust funds (Inmate Trust Funds, Inmate Commissary Funds and Inmate Welfare Funds) maintained by all of the Department's institutions. The bureau also performs audits of the Department's revolving funds, reviews all Office of Management and Budget (OMB) A-133 Single Audits, maintains the Department's Land and Building Asset Management system and coordinates the completion of the annual internal controls assessments. Audits performed by the state's Office of Legislative Services and other external audit groups are reviewed to ensure findings are accurate and recommended solutions are appropriate.
- The Bureau of Accounting and Revenue** – This bureau provides administrative, technical direction and assistance in accounting and internal controls to the various correctional facilities and programs administered by the NJDOC. It develops departmental accounting policies, internal management procedures and other guidelines and directives that define the fiscal responsibilities for compliance with applicable laws, rules and regulations. The bureau also maintains all accounts assigned to Central Office for operations and system-wide activities.
- Institutional Operations Bureau** – This bureau provides supervision, administrative direction and assistance in accounting, purchasing and internal controls for the business offices in all the institutions. In addition, the bureau manages the Central Office Revenue Unit.
- The Bureau of Procurement and Contract Management** – This bureau provides administrative and technical direction as well as assistance in purchasing for NJDOC programs and facilities. The bureau procures needed goods and services for Central Office operations, including the Office of Training and Custody Recruitment, and provides support services for the Central Office complex, DEPTCOR and Agri-Industries procurements.



The beach box building program managed by DEPTCOR provides inmates valuable skills to compete in today's job market and an opportunity to create solutions benefiting local communities.

Office of Information Technology

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

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

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



Bureau of State Use Industries

The Bureau of State Use Industries provides manufactured products to tax-supported agencies, institutions, units of state, county and municipal governments. The bureau is responsible for overall planning, product selection and management of materials and equipment, coordination of processes, distribution of products and provision of technical consultation and services. The State Use Industries program is administered without appropriated funding and is self-supporting. The program is financed out of a revolving fund from which all operational expenses are paid.

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

DEPTCOR operates 19 shops and offices employing between 700 and 800 inmates from 9 state correctional facilities. A wide range of products, including baked goods, bedding, clothing, wood products, concrete products, ergonomics products, furniture, license plates, printing, graphics, and signage, are manufactured in the industrial operations under the DEPTCOR label, and they are sold only to tax-supported agencies, institutions and units of state, county and municipal governments.



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

On-the-job training in such DEPTCOR shops as food, clothing, furniture, wood and concrete products affords inmates to gain practical experience while learning marketable skills.

Division of Operations

The Division of Operations, which is overseen by the Deputy Commissioner, is responsible for 12 institutions. These facilities collectively house inmates in minimum, medium and maximum security levels. They are diverse and unique in their operations. For example, New Jersey State Prison is the state's only maximum security facility, and Edna Mahan Correctional Facility for Women is comprised entirely of females at all levels of security. The Mid-State Correctional Facility is the Department's first licensed, clinically driven drug treatment program. Agri-Industries, classification, transportation, capital planning and construction, health and medical, and the Special Operations Group, also fall under the Division of Operations purview.

Agri-Industries

The objective of Agri-Industries is to provide various food and dairy items to governmental departments at a savings, while also offering inmates jobs and training that can be utilized upon their release.

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

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

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

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

Capital Planning and Construction Unit

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



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

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

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

Central Medical/Transportation Unit

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

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

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

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

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

- **Central Medical Unit** - This unit is responsible for the safety and security of inmates housed at the St. Francis Medical Center Prison Unit, themselves, medical staff and the general public. Social services are provided to state-sentenced inmates housed at this facility. These services include notification of death, critical status, attorney/family visits and parole issues. In addition, as part of an agreement between Mercer and Camden counties and the NJDOC, inmates from those county correctional facilities may be housed at Central Medical (St. Francis Medical Security Unit) for medical treatment.



Division of Operations

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

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

Central Operations Desk (COD)

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

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

Classification Support & Training/Auditing Units

- **Classification Support Unit** – This unit is responsible for providing support and direction in various classification tasks, including max date sentence calculation, assisting staff with special projects related to modifications in statute, providing on-site training, as needed, and seeking and implementing new or revised procedures based on new legislation. In addition, the unit is responsible for investigating and responding to correspondence associated with offender complaints. In conjunction with the Office of Information Technology, the Classification Support Unit supports a website that provides information to the public regarding state-sentenced inmates.
- **Training/Auditing Unit** – This unit provides formalized training to all existing and new classification staff members and issues annual training updates relating to new laws and regulations that impact the classification of the state’s inmates. The Training/Auditing Unit also provides in-depth audits of institutional classification functions.
- **Additional Sentence Unit** – This unit centrally processes additional and amended sentences and provides updated calculations for the institutional Classification



Departments to review. The Additional Sentence Unit ensures that all offenders in the custody of the NJDOC are confined and/or supervised according to the additional and/or amended order of the sentencing court. The unit serves as a centralized source of offender information for staff, the public, and numerous state and federal agencies, and it directs the statewide quality assurance and audit processes for time calculation, classification and case management.

- **Notification Unit** – The Notification Unit is a centralized oversight unit developed to ensure that all inmates classified into a specified sex offender and/or mental health category are released from custody in accordance with established policy and procedures. The unit serves as the final review of statutory requirements for prosecutor notification, Megan’s Law registration and civil commitment.

Field Services Unit

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

The FSU has several areas of administrative responsibility:

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

Health Services Unit

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



Division of Operations

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

Office of Substance Abuse Programming and Addiction Services

The primary mission of the Office of Substance Abuse Programming and Addiction Services (OSAPAS) is to address the addiction concerns of the offender population under the jurisdiction of the NJDOC. Additionally, this office provides input to other state agencies and community organizations regarding addiction-related matters and serves as a liaison to professional colleagues regarding correctional addiction matters at the state and national level.

- **Addiction Assessment and Treatment Referral** – This office screens all NJDOC jurisdiction offenders for level and severity of addiction to make appropriate treatment referrals. The instrument used for this purpose was converted from the research-supported Addiction Severity Index (ASI) to the correctional research-based Texas Christian University Drug Screening-V (TCUDS-V) tool midway through 2016. Trained healthcare staff members conduct the TCUDS-V screening interviews at the NJDOC's intake facilities. Treatment referrals are made to the classification committee based on the assessment findings and other criteria.
- **Licensed Substance Use Disorder Program** – The NJDOC has partnered with the New Jersey Department of Human Services, Division of Mental Health and Addiction Services, to create licensed Substance Use Disorder (SUD) programs tailored specifically for correctional settings. In 2017, the Department reopened Mid-State Correctional Facility as the first clinically driven Substance Use Disorder treatment program in the state for male offenders with moderate to severe alcohol and/or drug addiction issues. An equivalent SUD program is offered for female inmates at Edna Mahan Correctional Facility for Women. Through OSAPAS, an offender can receive SUD treatment when he or she is identified, assessed and referred to one of the contracted in-prison SUD programs. As part of this undertaking, OSAPAS is responsible for maintaining the SUD Program Eligibility List, which ensures that offenders who are identified and in need of SUD treatment are given every opportunity to be placed in the program once a bed becomes available. A multi-phase approach utilizes enhanced or graduated levels of care in SUD treatment services. This process can include long-term residential, short-term residential, intensive outpatient and outpatient treatment services, which can be addressed through varying levels of NJDOC custody and through reentry into society. In addition, as of January 2016, licensed outpatient programs are available at designated Residential Community Release Programs to address the needs of offenders in halfway houses.
- **Self-Management and Recovery Training (SMART Recovery)** – SMART Recovery is an evidence-based, Cognitive Behavioral Therapy-based program that addresses problem behavior, including substance use disorder. The program allows participants to identify what



their problems are and how they can proactively work to change the behavior by evaluating thoughts, feelings and triggers connected to the behavior. The program is secular, offering an alternative to non-secular fellowship programs.

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

Immigration Services and the Office of Interstate Services

- **Immigration Services** – This unit monitors foreign-born inmates and provides release notification to Immigration and Customs Enforcement (ICE), in accordance with the Attorney General's directive.
- **Interstate Services** – The office is responsible for administering all matters under the Interstate Corrections Compact, Interstate Agreement on Detainers and International Transfer treaties. This includes the negotiation of contracts to ensure compliance from each party state, the review and acceptance of reciprocal transfers, the development of assurances from other countries, interpreting state and federal statutes relative to interstate matters, acting as the liaison with the Governor's Extradition Secretary, and providing training to county prosecutors' offices, sheriffs' offices and county jail staff. In addition, the office is involved in related or ancillary tasks in the area of interstate and international extradition of fugitives and escapees, the maintenance of a caseload of more than 450 offenders serving concurrent New Jersey sentences in another state or jurisdiction, and New Jersey offenders serving their sentences in the Federal Witness Protection Program.

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



Division of Operations

Release Notification Unit - Central Office

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

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

Special Operations Group

The Special Operations Group provides NJDOC facilities with the tactical and technical support that is required during a crisis situation. The unit is a liaison to the State of New Jersey’s Office of Emergency Management and maintains mutual aid agreements with local, state and federal law enforcement agencies. As a result, the reach of the Special Operations Group extends beyond the Department and into communities across New Jersey and beyond through participation in operations ranging from searches for missing persons to high-profile event security to disaster relief.

The Special Operations Group is comprised of several units.

- **Special Operations Response Team (SORT)** – SORT consists of 13 operators who are trained in the following roles and skill sets: EMTs, breachers, marksmen, chemical agents, defensive tactics, repelling, Security Threat Group (STG) identification, mobile field force and tactical operators.
- **Correctional Emergency Response Team (CERT)** – CERT consists of 150 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary duties are large-scale disturbance control, tactical search operations, large-scale support of the New Jersey State Police and Office of Emergency Management, and support functions of SORT.
- **Chemical Ordnance Biological Radiological Aid Unit (COBRA)** – COBRA consists of 60 regionally based hazardous materials (Hazmat) technicians, Hazmat specialists and Hazmat operation custody staff members. The COBRA unit is primarily equipped to perform technical and tactical decontamination during Hazmat incidents. The COBRA Unit is prepared to respond to, and mitigate, internal hazardous material incidents as well as support State Hazardous Material Response Units when requested to do so.
- **Canine Unit** – This unit is deployed throughout the state on a daily basis. The Canine Unit consists of two supervisors, 13 handlers and a total of 27 canines. The unit can perform a variety of tasks, from narcotic searches of people and property to the tracking



of criminals as well as missing persons. Other functions include explosive device detection, cellular phone detection, tobacco detection, evidence recovery, criminal apprehension, and passive and aggressive scent detection. The unit also provides demonstrations to schools and civic organizations.

- **Special Search Team (SST)** – The SST is comprised of approximately 60 facility-based members from the Northern, Central and Southern regions of New Jersey. The primary function of the SST is tactical search operations. The members of the SST will be deployed to facilities throughout the state, when needed, accompanied by members of the SORT and the Canine Unit. The SST is equipped with the appropriate tools needed during a large-scale search.
- **Office of Emergency Management (OEM)** – OEM provides the basis for coordinated emergency operations planning throughout the Department prior to, during and after a disaster or emergency. OEM establishes the architecture for a systematic, coordinated and effective departmental response to emergencies and/or disasters that may tax or exceed a facility’s resources and capabilities. OEM also sets forth guidance, policies and procedures for the Department in its development of emergency plans and its support of emergency management activities.
- **Departmental Firearms Unit** – This unit consists of two certified armorers and a supervisor. The unit’s duties include overseeing the repair and maintenance of all NJDOC firearms, and providing tactical and technical support to NJDOC regional ranges, academy ranges and all NJDOC facilities throughout the state.
- **Critical Incident Negotiation Team (CINT)** – CINT consists of both custody and civilian NJDOC staff trained and certified by the FBI to carry out negotiations during critical incident situations.
- **Enhanced Security Transportation Unit** – This unit coordinates high-risk transports, including court trips, medical trips and transfers from county jails. The unit also coordinates transportation with outside agencies and out-of-state Departments of Corrections.
- **Forward Area Strike Team (FAST)** – The FAST team is a 25-member unit designed exclusively around the mitigation of any lethal threat both internally and externally. The team consists of a Unit Commander and three, eight-person regionalized teams. Each team consists of a Team Leader and the following elements: K9 Patrol, Designated Marksmen, EMT, Breacher, Ballistic Shield Operator, Special Investigator and Tactical Communications. The teams train for both specific and non-specific threats in skills such as room clearing and ballistic searches inside secured facilities. Each member is equipped for a specialty; however, all members are cross-trained on all equipment.



Members of the Special Operations Group (SOG) are often deployed to assist in out-of-state disaster relief efforts.



Correctional Institution Locations

Adult Diagnostic and Treatment Center

P.O. Box 190
 Avenel, New Jersey 07001
 Middlesex County
 732-574-2250
 Year opened: 1976
 Population as of December 31, 2019: 460

Bayside State Prison

4293 Rt. 47
 Leesburg, New Jersey 08327
 Cumberland County
 856-785-0040
 Year opened: 1970
 Population as of December 31, 2019: 1,419

Central Reception and Assignment Facility

P.O. Box 7450
 Trenton, New Jersey 08628
 Mercer County
 609-984-6000
 Year opened: 1997
 Population as of December 31, 2019: 678

East Jersey State Prison

Lock Bag R
 Rahway, New Jersey 07065
 Middlesex County
 732-499-5010
 Year opened: 1901
 Population as of December 31, 2019: 1,225

Edna Mahan Correctional Facility for Women

P.O. Box 4004
 Clinton, New Jersey 08809
 Hunterdon County
 908-735-7111
 Year opened: 1913
 Population as of December 31, 2019: 559

Garden State Youth Correctional Facility

P.O. Box 11401
 Yardville, New Jersey 08620
 Burlington County
 609-298-6300
 Year opened: 1968
 Population as of December 31, 2019: 1,576

Mid-State Correctional Facility

P.O. Box 866
 Wrightstown, New Jersey 08562
 Burlington County
 609-723-4221
 Year opened: 1982
 Population as of December 31, 2019: 656

Mountainview Youth Correctional Facility

31 Petticoat Lane
 Annandale, New Jersey 08801
 Hunterdon County
 908-638-6191
 Year opened: 1929
 Population as of December 31, 2019: 613

New Jersey State Prison

P.O. Box 861
 Trenton, New Jersey 08625
 Mercer County
 609-292-9700
 Year opened: 1836
 Population as of December 31, 2019: 1,391

Northern State Prison

P.O. Box 2300
 Newark, New Jersey 07114
 Essex County
 973-465-0068
 Year opened: 1987
 Population as of December 31, 2019: 2,389

Southern State Correctional Facility

4295 Route 47
 Delmont, New Jersey 08314
 Cumberland County
 856-785-1300
 Year opened: 1983
 Population as of December 31, 2019: 1,650

South Woods State Prison

215 Burlington Road South
 Bridgeton, New Jersey 08302
 Cumberland County
 856-459-7000
 Year opened: 1997
 Population as of December 31, 2019: 3,343

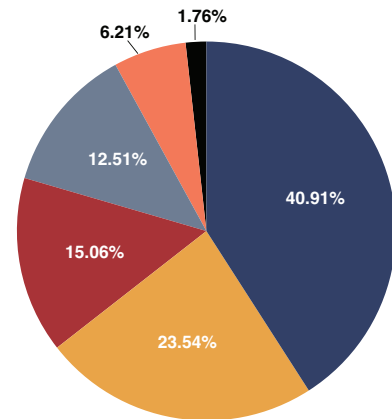


Division of Operations

Inmates by Total Term

January 1, 2020

1-5 Years	40.90%
6-10 Years	25.53%
11-20 Years	15.06%
21+ Years	12.51%
Life	6.21%
* Not Coded	1.76%



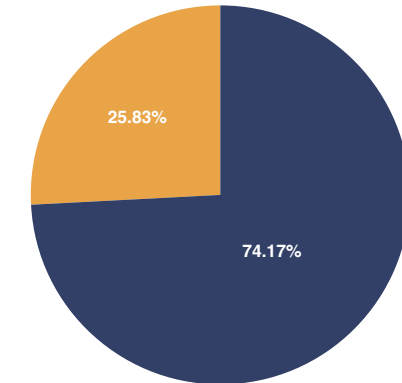
● 1-5 Years ● 6-10 Years ● 11-20 Years ● 21+ Years ● Life ● Not Coded



Inmates with

January 1, 2020

Mandatory Minimum Term	76.39%
Non-Mandatory Minimum Term	23.60%

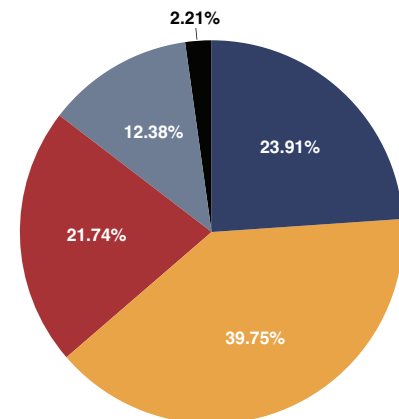


● Mandatory Minimum Term ● Non-Mandatory Minimum Term

Inmates by Custody Status

January 1, 2020

Close / Max	23.91%
Medium	39.75%
Minimum / Gang Minimum	21.74%
Community	12.38%
* Not Coded	2.21%

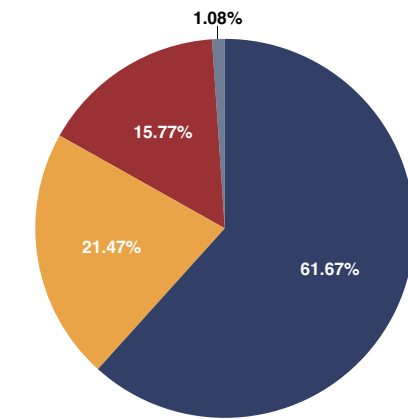


● Close / Max ● Medium ● Minimum / Gang Minimum ● Community ● Not Coded

Inmates by Race / Ethnicity

January 1, 2020

Black	61.54%
White	21.52%
Hispanic	15.75%
* Other / Not Coded	1.16%

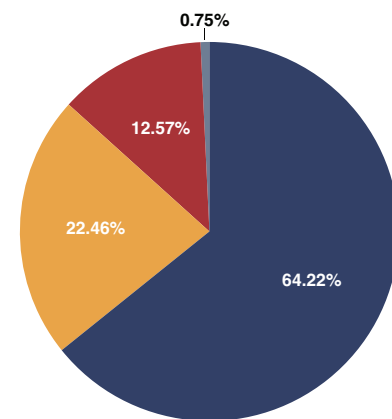


● Black ● White ● Hispanic ● Other / Not Coded

Inmates by Offense Type

January 1, 2020

Violent	64.23%
Non-Violent	22.46%
Drugs	12.57%
* Not Coded	0.75%

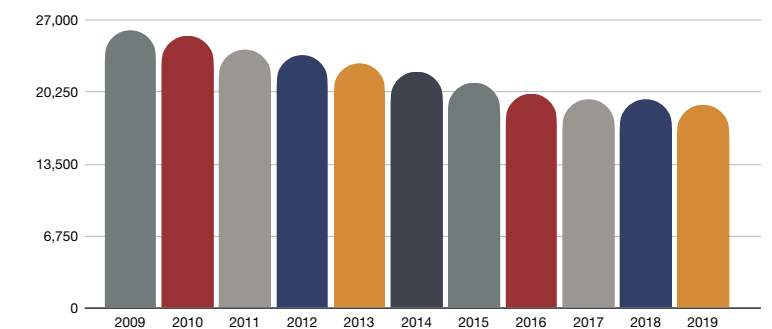


● Violent ● Non-Violent ● Drugs ● Not Coded

Jurisdictional Inmate Population

January 1, 2020

2009	26,009
2010	25,518
2011	24,228
2012	23,662
2013	22,993
2014	22,125
2015	21,077
2016	20,158
2017	19,573
2018	19,626
2019	19,052



● 2009 ● 2010 ● 2011 ● 2012 ● 2013 ● 2014 ● 2015 ● 2016 ● 2017 ● 2018 ● 2019