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STATE OF NEW HAMPSHIRE
DEPARTMENT OF CORRECTIONS
DIVISION OF ADMINISTRATION

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William L. Wrenn
Commissioner

Bob Mullen
Director

December 5, 2014

Her Excellency, Governor Margaret Wood Hassan
and the Honorable Executive Council
State House
Concord, NH 03301

REQUESTED ACTION

Authorize to accept and place on file the NH Department of Corrections' annual report for the State fiscal year ending June 30, 2014, prepared in accordance with the provisions of RSA 21-H:8 IX.

EXPLANATION

This annual report summarizes the operations and organization of the NH Department of Corrections as a system and highlights the accomplishments and goals of the Department in State fiscal year 2014.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "William L. Wrenn", written over a horizontal line.

William L. Wrenn
Commissioner

IT TAKES COMMITMENT TO ENSURE SUCCESS

2014 ANNUAL REPORT

NEW HAMPSHIRE
DEPARTMENT^{of}
CORRECTIONS





A Year of Transition

William Wrenn
Commissioner

The New Hampshire Department of Corrections has faced and addressed various challenges during State Fiscal Year (SFY) 2014. But I would have to say the most ambitious challenge was designing and preparing for the construction of a new women's prison.

At the start of the fiscal year, we put together a team led by Assistant Commissioner Bill McGonagle to work with designers and contractors in planning a state-of-the-art facility that will provide for the rehabilitation, programming, and treatment needs that have been limited in the smaller, outdated Goffstown facility.

The committee met tirelessly throughout the fiscal year to bring together plans for the New Hampshire Correctional Facility for Women (NHCFW). We provided progress reports to lawmakers. We held public forums for stakeholders including state and local officials, advocates for corrections and women's issues,

New Hampshire Legal Assistance, and Concord residents. The Department made a concerted effort to plan a project that could be built for the \$38-million capital allocation. The groundbreaking – beginning the site work phase of the new facility – will occur in August 2014. The actual construction of the facility is scheduled to begin after the new year, with a projected completion date of late October 2016.

While we are looking at the need to increase our staffing resources in the coming biennium, the Department continued to face significant challenges with its current staffing levels during SFY 2014. The limitations of our operating budget required that we keep 65 positions vacant to finish the year with a balanced budget. Substantial overtime funds have been used to allow the Department to operate at minimum staffing levels. It has required us to ask much of our Correctional Staff, most of whom are work-

ing significant amounts of overtime each week. This topic continued to be a focus of labor-management meetings and we are working with these groups to develop viable staffing options and schedules.

During this year, a group of dedicated employees came together to assist with and expand our ongoing recruitment efforts, working closely with our Human Resources Recruitment staff. This coincided with our participation in a state-sponsored LEAN project to optimize and simplify our hiring processes, the results of which are being incorporated into our staffing strategy. We have enhanced our involvement in job fairs and school presentations, developed new multi-media tools, and expanded recruitment follow-up. I commend these employees who are volunteering their time in this effort.

I would also like to thank and recognize Assistant Commissioner McGonagle, who will be retiring at the

end of August 2014, for his 30-plus years of state service. I commend him for his astute leadership within the Department, and his invaluable oversight of our much needed new women's prison. It has been my pleasure and privilege to work with him.

The title of this Annual Report – “It Takes Commitment to Ensure Success” – encapsulates the summary I have presented in this section. We continue to face challenges, especially in staffing and budget, yet we are seeing progress, best exemplified in the reality of a new Women's Prison. The commitment of our employees in the midst of challenges and the support of the Governor, legislature, and local community, ensure a positive future for our Department; and it is this spirit of progress and success we strive to see manifested in the offenders for whom we are responsible.



New Hampshire Department of Corrections 2014 Annual Report

Margaret Wood Hassan
Governor

Executive Councilors

Joseph D. Kenney, District 1

Colin Van Ostern, District 2

Christopher T. Sununu, District 3

Christopher C. Pappas, District 4

Debora B. Pignatelli, District 5

William L. Wrenn
Commissioner

William G. McGonagle
Assistant Commissioner

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This Annual Report was produced by the Commissioner's Office at the New Hampshire Department of Corrections, pursuant to RSA 21-H:8, for the State Fiscal Year beginning July 1, 2013 and ending June 30, 2014.

This report is also available at www.nh.gov/nhdoc.
For further information please call 603-271-5602.

FRONT COVER (L - R): Captain Scott Lambertson, Berlin; Counselor Joshua Ayers, Concord; Program Coordinator Jayne Young, Concord; PPO Seifu Ragassa, Laconia; Chief PPO Serene Eastman, Laconia; Physical Therapist Bernadette Campbell, Concord; Captain Michelle Goings, Goffstown; HR Coordinator Ella Fredette, Concord; Lt. Daniel Boynton, Concord; Warden Joanne Fortier, Goffstown; Chef Randy Lemieux, Concord; Investigator Heidi Laramie, Concord; CO Tina Thurber, Concord; Warden Richard Gerry, Concord; Teacher Jennifer Burzycki, Concord; Teacher Steven Letourneau, Berlin; Nurse Krystle Warwick, Concord; CO Daniel Rivard, Berlin.

The mission of the New Hampshire Department of Corrections is to provide a safe, secure, and humane correctional system through effective supervision and appropriate treatment of offenders, and a continuum of services that promote successful re-entry into society for the safety of our citizens and in support of victims of crime.

New Hampshire State Prison for Men

Richard Gerry, Warden

The New Hampshire State Prison for Men (NHSP/M) in Concord provides housing for three classification levels of male offenders ranging from general population (C3) to maximum security (C5). In addition, all male inmates newly incarcerated in the NHDOC system are processed through the Reception and Diagnostic Unit (R&D).

The prison campus, located on North State Street, consists of three separate general population C3 housing units: The Parker Hancock Building, Medium Custody North, and Medium Custody South. Approximately 1,075 offenders reside in these housing units.

The Reception and Diagnostic Unit houses a

maximum population of 120 offenders. Included in this population are newly sentenced inmates, parole violators, and inmates in protective custody review status. While in R&D, all new offenders must undergo several types of

The most restricted housing unit, SHU, has a population of between 95-110.

assessment interviews and testing before they are classified and assigned to a housing unit. The assessment includes an intake physical, mental health evaluation, unit manager orientation, dental screening, investigations intake, pre-release planning,

and educational testing. Inmate movement through R&D includes releases, new intakes, movement to other facilities, movement to and from outside medical appointments and transports to and from court appearances. Immediately adjacent to R&D is a dormitory housing area for up to 40 inmates who are awaiting movement to a general population unit. There are two additional dormitories housing up to 80 minimum security (C2) offenders who are awaiting movement to the Transitional Work Center (TWC) outside of the Concord facility.

NHSP/M includes two higher custody level housing units: The Close Custody Unit (CCU) which has a capacity for 120



offenders; and the most restricted, the Special Housing Unit (SHU), which routinely has an offender population of between 95-110. At the present time there is one inmate housed in SHU who has been convicted of Capital Murder and sentenced to the death penalty. The SHU houses maximum custody inmates, inmates serving punitive segregation imposed as a sanction to a disciplinary report, protective custody CCU inmates, and inmates who are in Pending Administrative

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NHSP/M

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Review (PAR) status.

In addition to housing units, the prison campus has a kitchen with three dining rooms, a laundry, an educational floor consisting of a law and recreational library and nine education classrooms, a chapel, mental health offices and treatment group rooms, a health services center for in-patient and out-patient services, a dental treatment area,

a Family Connections Center (FCC) program area, an inmate canteen building with storage, a warehouse, maintenance shops, a gymnasium and attached hobby craft area, a ball field recreational yard, and a variety of shops providing Prison Industries and Career and Technical Education activities (North Yard).

On June 30, 2014, there were 1,519 male offenders incarcerated at this facility. This figure represents an increase of 34 offenders at this facility from SFY 2013. Since June 30, 2011, the inmate population at this facility has increased by 167.

Security staff shortages due to the elimination of positions and holding positions vacant due to budgetary restrictions continue to impact the facility. To ensure that security and public safety expectations are met, a significant amount of overtime continues to be utilized to maintain proper levels of offender supervision.



New Hampshire State Prison for Women

Joanne Fortier, Warden

The New Hampshire State Prison for Women (NHSP/W), located in the town of Goffstown, houses primarily minimum, medium, and close custody state-sentenced female inmates.

The average daily population for NHSP/W in SFY 2014 was 129, up from 126 in SFY 2013. The average daily population of the state-sentenced female inmates housed through a contract at the Strafford County Department of Corrections was 27, up from 26 the previous year. The overall average daily population of all state-sentenced female inmates, including NHSP/W, Strafford County DOC, Shea Farm Transitional Housing Unit, out-of-state placements, and Administrative

Home Confinement, was 206, down from 209.

The New Hampshire Department of Corrections continues to offer mental health and substance abuse treatment as well as a variety of programming opportunities for women despite staffing and space limitations. High school credit bearing courses, GED preparation, parenting classes and support groups, and the "Thinking for a Change" program are all efforts to assist women as they plan to return to their communities.

In February 2013, the NHSP/W created and opened a 24-bed wellness block within the NHSP/W. The Wellness block provides additional mental health treatment and programming opportunities

as well as peer support as inmates work toward common goals. The Wellness Block has remained full and will expand its capacity in the new facility.

The Department of Corrections administrative staff has spent considerable time planning for and designing the new Correctional Facility for Women (which will be located behind the Men's Prison in Concord) with the guidance of the architects, SMRT. Groundbreaking on the new facility is slated for August 2014, with a completion date targeted for the end of 2016. The facility will provide the space necessary to deliver programs and services on par with those delivered to male offenders. The design of the facility is intended to



enhance a gender responsive, trauma informed, and normative environment.

The NHSP/W values its many volunteers and the programs and services they deliver, including horticulture, book club, AA, one stroke painting, mentoring, many faith based offerings, and the involvement of the Concord Women's Club. New additions this year included the Kairos retreat and the Children of Incarcerated Parents Camp.



Northern New Hampshire Correctional Facility

Edward Reilly, Warden



On June 30, 2014, the Northern New Hampshire Correctional Facility (NCF) housed 673 offenders: Fifty close custody inmates (C4), 542 medium security inmates (C3), 15 health services inmates, and 51 minimum security inmates (C2), one inmate out of facility, and 14 in Reception Segregation. The facility count indicated an increase of 38 inmates from the same date one year earlier. There are 186 professionals maintaining operations at NCF 24/7: Sixty-three non-uniformed staff (including medical staff) and 123 uniformed staff.

The NCF Transport

Team transported a total of 1,183 offenders: For medical appointments, 419 offenders; 260 offenders to court hearings throughout the State; 24 for discharge planning related reasons; and 480 security related transfers. This is an increase of 272 transports compared to last year.

NCF Program staff deliver a program called "Thinking for a Change" to eligible inmates, as well as classes in After Care and Relapse Prevention. High School equivalency preparation and testing opportunities are offered by the Education staff. In January 2014, NHDOC instituted an affiliation with HiSET for High School Equivalency Testing. The Education staff also offer pre-release classes to inmates transitioning to the community.

NCF has a recreational library with over 8,000 books, and offers individualized law library appointments. "Humanities to Go," a program in collaboration with the NH Humanities Council, continues to be

made available through the NCF Recreational library. The Family Connections Center offers parenting education and healthy relationship classes, as well as father-child video visits for eligible inmates.

Chapel and Volunteer Services provide religious services to multiple faith

provides employment as well as skill development and reinforcement of good work habits in the facility's Furniture Shop and Wood Shop. Minimum security inmates may seek employment as custodial workers in the Administrative building, as warehouse laborers, and as outside work

The NCF Transport Team made 272 more transports this fiscal year than last year to medical appointments and court hearings, and for discharge planning and security related reasons.

groups. NCF's chaplain also supervises support opportunities for incarcerated veterans to include the Vet to Vet Program and NCF American Legion Post 123. Recreational services offer intramural leagues, musical instruction, cardio workouts, table top games and hobby craft programs featuring, wood, ceramic/clay, as well as art/leather opportunities.

Correctional Industries

crews for maintenance, and grounds keeping both on and off prison grounds.

NCF remains a committed community partner, assigning supervised work crews to community projects as time and staffing permit. Minimum security inmates have completed a total of 146 hours of community service to various Coos County and area projects this year.

Division of Community Corrections

Joseph Diament, Director

The Division of Community Corrections' (DCC) scope of responsibility has continued to expand in the four years since it was first created. The Division includes the Department's Transitional Housing Units (THUs), Transitional Work Center (TWC), Corrections Special School District, and the Family Connections Center, as well as case management, cognitive behavioral services addressing criminal thinking, and substance misuse. The Division's services are provided "behind the walls," in its Transitional Housing Units and in four high volume District Offices. Additional services provided by the Division are described on page 13.

The primary focus of the DCC is to reduce recidi-

vism by using evidence-based programs (EBPs) and practices with fidelity. Significant advances have been made despite staff shortages and other operational constraints. Each of this Division's Correctional Counselor/ Case Managers (CC/CMs) are trained to provide three EBPs: Effective Practices in Community Supervision (EPICS), "Thinking for a Change," and Cognitive Behavioral Interventions for Substance Use (CBI). EPICS is an interactional style that uses a variety of techniques (e.g., motivational interviewing) to increase a client's receptivity to staff guidance. "Thinking for a Change" targets offenders' thinking errors through social and cognitive skill building. CBI

is similar but focuses on substance misuse and its relationship to criminality. The Division has been farsighted in developing its internal training and fidelity monitoring capability. Several of our supervisory staff are certified to teach and certify staff in these EBPs through a Training of Trainers process. Two of our supervisors have been rated so highly that they are in the process of becoming national trainers in two of these EBPs.

Every inmate entering a NH State Prison undergoes a risk and needs assessment. Space has been converted for use as a case management venue to allow for a system in which individual inmates will be assigned to one case manager throughout



Calumet Transitional Housing Unit

that inmate's stay in any of the prison facilities. It is expected that implementation of this approach to workload and case management will be operational by September 2014.

Notwithstanding heavy workloads, considerable change, and limited resources, DCC staff work incredibly hard. They are productive public servants focused on public safety and the reduction of inmates' criminality.

Space has been converted for use as a case management venue to allow for a system in which individual inmates will be assigned to one case manager throughout that inmate's stay in any of the prison facilities.

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Community Corrections
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Transitional Housing

The Division has taken steps to assure that limited THU beds are utilized in the most efficient manner and for a limited time period by work release inmates who have no other residential options. The three Transitional Housing Units (THUs), formerly known as halfway houses, house both inmates and parolees (sanctioned and re-entering). C1 inmates at the THUs are required to pay room and board, as well as any restitution and cost containment (legal) fees (see chart below).

Inmates in the two male THUs (North End House

and Calumet House) are classified C1, dress in street clothing and are expected to be working in the community as they prepare to re-enter.

The female THU, Shea Farm, houses C1 as well as some C2 inmates, due to lack of beds at the Women's Prison in Goffstown. C1 female inmates are expected to be working in the community in preparation for reentry. The situation in our THUs is made more complicated by the need to house certain parole violators who are serving a community based sanction as an alternative to re-incarceration. This is particularly complex in the women's THU where three different populations (C1, C2, and parole violators) with three different sets of rules have to be managed by a limited number of staff. Lack of resources make it impossible to establish a discrete unit for parole violators.

The Transitional Work Center in Concord houses C2 male inmates who are

permitted to work at various tasks required for DOC operations and in some supervised community details while they prepare for their work release (C1) and/or parole.

Community Based Services

A case manager is assigned to four of the Department's highest volume Field Services District Offices: Manchester, Concord, Nashua, and Exeter. These case managers work with Field Service staff by assisting reentering offenders to comply with and implement the service components of their reentry plans.

Corrections Special School District

In 1998, RSA 194:60 identified the need for the NH Department of Corrections to develop the Corrections Special School District (CSSD), the focus of which is to provide educational programs to offenders, especially those with disabilities. Based on this

need, the NHDOC, through an Interagency Agreement with the NH Department of Education, created Granite State High School (GSHS) and the Career and Technical Education Center (CTEC), which make up the CSSD.

The CSSD provides services to the incarcerated offenders at all three

NHDOC is one of the few state correctional agencies in the United States to operate a certified school district.

state correctional facilities. These services range from initial educational intake assessments and advisement to educational courses, labs, and some postsecondary college coursework. By creating CSSD, the NHDOC became one of the few state correctional agencies in the United States to operate a certified

**Transitional Facility Population
as of June 30, 2014**

Transitional Work Center (C2)	158
Calumet THU (C1)	70
North End THU (C1)	41
Shea Farm THU (C1 and C2)	43
TOTAL	312

SFY 2014 Transitional Housing Unit Revenues

	Room & Board Paid	Restitution Collected	Cost Containment Collected
Calumet THU	\$157,229	\$10,321	\$12,864
North End THU	\$119,698	\$15,785	\$7,656
Shea Farm THU	\$47,950	\$13,156	\$9,118
TOTAL	\$324,877	\$39,262	\$29,638

school district that offers high school equivalency certificates, high school diplomas, vocational/technical education certificates, and post-secondary coursework. CSSD's enrollment, on a daily basis, averaged between 240-350 in SFY 2014.

Granite State High School provides traditional educational services with a primary focus of meeting the learning needs of special education and learning-disabled students. In accordance with the Individuals with Disabilities Education Act (IDEA) and the Americans with Disabilities Act (ADA), interested offenders must have access to a free and appropriate public education. GSHS makes education available to all other inmates as well, which corresponds to the inclusion mandate by allowing appropriate interaction and socialization to occur between special needs and other students during the learning process.

The Career and Techni-

cal Education Center provides career-focused, competency-based instruction related to specific occupational interests, including several career and technical education training programs. These programs provide opportunities to develop foundational skills and core competencies in relevant occupational areas in order to enhance the inmate's chance for a better quality of life upon reentry into society. To assist inmate students with limited work histories, CTEC also offers technology education classes through the Introduction to the Workforce Program (IWP). Over the past year, CTEC has extended IWP to the women incarcerated at the Women's Prison in Goffstown.

During SFY 2014, Granite State High School, though faced with multiple challenges from the retirement of staff to new testing policies, continued to advise inmates on appropriate and attainable educational and career goals. Over

the past year, GSHS staff completed 675 educational intake assessments and 467 Tests of Adult Basic Education (TABE) on newly arrived inmates. Our assessments offer the following data regarding NHDOC inmates in 2014: Forty-seven percent of the inmates have either a GED (24%) or high school diploma (23%). The TABE scores indicate that the average inmate who arrived during 2014 functions at an eighth grade level in math, a ninth grade level in language skills, and at about a tenth grade level in reading ability.

GSHS granted two high school diplomas in 2014, a decrease from recent years due, in part, to staffing challenges. GSHS was able to grant 60 General Education Development Certificates (GED) and 18 High School Equivalency Test Certificates (HiSET). Now that GSHS is fully staffed and its staff are trained in the new HiSET,

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SFY 2014 Granite State High School Statistics

	NHSP/M	NHSP/W	NCF	DCC	Total
Intakes	536	76	61	2	675
TABE	301	68	88	10	467
GED (before 1/1/14)	22	4	24	10	60
HiSET (after 1/1/14)	7	2	9	0	18
HS Diploma	2	0	0	0	2

SFY 2014 CTEC Program Certificates

	NHSP/M	NHSP/W	Total per Program
Automotive Mechanics	33	n/a	33
Building Trades	52	n/a	52
Business Education	121	61	182
Computer Education	133	20	153
Culinary Arts	91	n/a	91
Intro to the Workforce	54	17	71
Power Mechanics	19	n/a	19
Total Certificates for Year			601

GSHS makes education available to all inmates, which allows for appropriate interaction and socialization to occur between special needs and other students during the learning process.

Community Corrections (Continued from previous page)



sumed by inmate students or through grants and family support. CTEC was also faced with the challenge of limited staffing over the past year as a result of staff retirements and advancement. Nevertheless, from July 1, 2013, through June 30, 2014, 601 certificates of completion were issued to inmate students enrolled in the various programs.

Family Connections Center

The Family Connections Center (FCC) celebrated its fifteenth year of educating and supporting incarcerated parents and their children. The FCC provides family support to inmates housed at all three state prisons. It also provided limited services to the Transitional Work Center, North End THU, and Shea Farm THU in Concord.

The FCC met with and provided services for 387 incarcerated parents who have a total of 816 children. The 18-hour parenting education class was completed by 122 fathers

and 30 mothers. Three-hundred eleven incarcerated parents attended 487 weekly parenting support groups. Fifty-five life-skills/family seminars (facilitated primarily by volunteers) had 474 attendees. Using media to keep familial connections, 163 CDs were recorded by incarcerated parents and sent home to their children with new books. The Family Connections Center also facilitated 1,612 internet video visits between incarcerated

second annual Children of Incarcerated Parents summer camp program. Private donors and foundations paid for the tuition for FCC participants' children to attend 12 days of summer camp and spend time in the prison with their incarcerated fathers or mothers. They created a life-sized mural among other "camp" activities.

In April 2014, the FCC displayed these murals at the Kimball Jenkins Estate in Concord, and provided

The FCC also facilitated 1,612 internet video visits between incarcerated parents and their children, enabling children who live in other states and countries to visit with their parents.

parents and their children. These internet visits allowed children who live in other states and countries to visit with their parents.

In August 2013, the FCC partnered with Child and Family Services' Camp Spaulding to host the

free educational seminars to professionals who work with families affected by incarceration.

The FCC hosted two Family Fun Days in two of the prison visiting rooms; children and their caregivers along with the FCC par-

ents participated in games and crafts.

A partnership with the Children's Literacy Foundation led to 12 literacy seminars being offered at the Concord State Prison along with new books given to children at the visiting room and at holiday parties. These seminars were made available to all parents at the Concord prison, regardless of whether the inmates were involved in the FCC. These seminars, offered on three different days throughout the year, were attended by 450 fathers, who sent home new books to each of their minor children.

Seventy-five general population inmates completed the 10-hour Healthy Relationships class and 21 Parole Violators completed the six-hour Healthy Families class.

The FCC worked with the NH Family Courts to provide the Child Impact Program to incarcerated parents who are court-ordered to take this class. Forty-seven incarcerated

parents completed this class.

Intervention Services

Clinical substance use disorder services have been moved to the Division of Medical and Forensic Services. The Department believes that all clinical services should be consolidated under one roof for consistency in leadership and clinical supervision.

Other Services

DCC offers spiritual and religious services to all inmates in accordance with their faith and practices through a combination of faith-based groups, fellowship, services, retreats, etc.

Library services are provided to all inmates throughout the various custody levels and facilities. Inmates utilize the recreation and law library services to explore their personal interests as well as to address their legal concerns.

The Division experienced another great year of volunteer support and im-

proved services throughout the correctional facilities and transitional units. Volunteers, including college interns, helped strengthen a wide range of service offerings from chapel activities to presentations on employment and job readiness.

To meet the specific needs of the growing female offender population, NHDOC focuses on gender-specific and trauma-informed services for its female offenders incarcerated at the NH State Prison for Women in Goffstown, those living in at Shea Farm THU, and community supervised females. The goal of using such evidence based practices is to prepare the women for reentering society as well as decreasing their recidivism.



Above: Transitional Work Center.
Below: North End House.

NHDOC Field Service Locations

Exeter District Office (#01)	Rockingham County
Manchester District Office (#02)	Hillsborough County North
Concord District Office (#03)	Merrimack County
Berlin District Office (#04)	Coos County
North Haverhill District Office (#05)	Grafton County
Central Office (#06)	105 Pleasant St., Concord
Dover District Office (#07)	Strafford County
Laconia District Office (#08)	Belknap County
Keene District Office (#09)	Cheshire County
Claremont District Office (#10)	Sullivan County
Wolfeboro District Office (#11)	Carroll County
Nashua District Office (#12)	Hillsborough County South

SFY 2014 Field Services Receipts and Disbursements

Total Receipts		\$2,864,434
Disbursements Paid to	Paid for	
Individuals	Restitution	\$1,765,208
Courts	Fines	\$285,439
PSTC	Training	\$59,776
DOC Field Services	Collection Functions	\$250,808
DOC Field Services	ICAOS Dues and Costs	\$29,494
Department of Justice	Victim Assistance	\$32,446
General Fund	Annulments	\$123,750
General Fund	Collection Fees	\$27,519
General Fund	Supervision	\$328,484
Misc. Expenses*	*e.g., Returned checks, bank fees, etc.	(\$106,547)
Total Disbursements		\$2,796,377

Division of Field Services

Michael McAlister, Director

The Department of Corrections Division of Field Services is statutorily responsible for the community supervision of probationers, parolees, and inmates placed on Administrative Home Confinement (AHC); collection and disbursement of fees, fines, and restitution; and conducting investigations for the courts and Parole Board.

In addition to the Central Office in Concord, the Division maintains eleven District Offices and four sub-offices (in Lebanon, Salem, Portsmouth, and North Conway). The District Office locations are aligned with the Superior Courts (see listing at left).

On June 30, 2014, there were 6,540 active supervision cases being serviced by the Division. (See the chart

below for the breakdown.)

In accordance with RSA 504-A:13 IV, the Department may collect an application fee for the transfer of supervision to another state through the Interstate Commission for Adult Offender Supervision (ICAOS). During SFY 2014, a total of \$29,494 was collected pursuant to this statute.

During the year, the Division completed 114 pre-sentence investigation reports, 1,917 annulment investigations, 1,010 pre-parole investigations, and other miscellaneous investigations.

The Department continued participation in the FBI Safe Streets Gang Task Force and in the United States Department of Justice Asset Forfeiture Program.

A total of \$2,864,434 in fines, fees, and restitution was collected in SFY 2014. A total of \$2,796,377 was disbursed. (See breakdown at left.)

Supervised Cases on June 30, 2014

Probation	3,765
Parole	2,185
Non-New Hampshire Supervised	548
Administrative Home Confinement	42
Collection Only	9,223
TOTAL	15,763

The first four categories in the chart are considered Active Supervision Cases.

Inmate Population Data

For the third year in a row, the population of New Hampshire-sentenced inmates rose by more than four percent. For SFY 2014, the inmate population rose to 2,910, an increase of 4.5 percent. The 2,910 includes 2,673 inmates housed in New Hampshire facilities and 237 inmates housed in other facilities. As of June 30, 2014, New Hampshire also housed 82 inmates for other states and counties. The total inmate population of 2,992 includes 2,752 males and 240 females. The following tables offer a further breakdown of the New Hampshire-sentenced inmate population of 2,910.

Population by Age on June 30, 2014

Age	Number	Percentage
17-21	66	2%
22-25	317	11%
26-30	520	18%
31-40	809	28%
41-50	616	21%
51-60	378	13%
Over 61	204	7%
TOTAL	2,910	100%

Population by Race on June 30, 2014

Race	Number	Percentage
White	2,540	87%
Black	171	6%
Native American	9	.5%
Asian	12	.5%
Other/ Unreported	178	6%
TOTAL	2,910	100%

NH Adult Parole Board SFY 2014

Parole Hearings Conducted	1,856
Inmates Approved for Parole	942
Inmates Denied Parole	240
Inmates Released on Parole	1,311
Paroles Revoked	516

Approvals to consecutive sentences do not show up in the released count.

Population by Crime Type on June 30, 2014

Crime Type	Number	Percentage
Crimes Against Persons	1,443	50%
Crimes Against Property	741	25%
Drugs/Alcohol	439	15%
Crimes of Public Order*	250	9%
Other Jurisdictions**	37	1%
TOTAL	2,910	100%

* This category refers to crimes that fall outside of the first three categories, including Public Order crimes and Motor Vehicle offenses.

** This category includes inmates housed for other jurisdictions or residents of SPU who are on involuntary committal.

In-State Offender Population at SFY Year End

Facility	2010	2011	2012	2013	2014
NHSP/M	1,516	1,363	1,439	1,485	1,531
NCF	729	601	625	649	673
NHSP/W	148	107	140	165	176
TOTAL Prison	2,393	2,071	2,204	2,299	2,380
Probation/Parole	15,512	14,016	15,306	16,326	17,125
SPU/ RTU	58	59	59	85	98
Trans. Housing	300	315	317	311	313
TOTAL	18,263	16,461	17,886	19,021	19,916

Inmate Population Data
(Continued from previous page)

Admissions SFY 2014

	Males	Females	Total	Percentage
New Admission	580	84	664	37%
Parole Violator*	697	77	774	43%
Probation Violator*	160	39	199	11%
AHC Returns	12	5	17	1%
Other Jurisdictions	106	55	161	9%
TOTAL	1,555	260	1,815	100%

* Parole and probation violators in this chart should not be confused with the recidivism rate as discussed on pages 17 and 18.

Population by Minimum Sentence on June 30, 2014

Minimum Sentence	Number	Percentage
Less than 1 yr	58	2%
Between 1 - 3 yrs	1,604	55%
Between 4 - 5 yrs	294	10%
Between 6 - 10 yrs	610	21%
Between 11 - 20 yrs	105	4%
21 yrs and more	209	8%
Unknown*	30	1%
TOTAL	2,910	100%

Population by Maximum Sentence on June 30, 2014

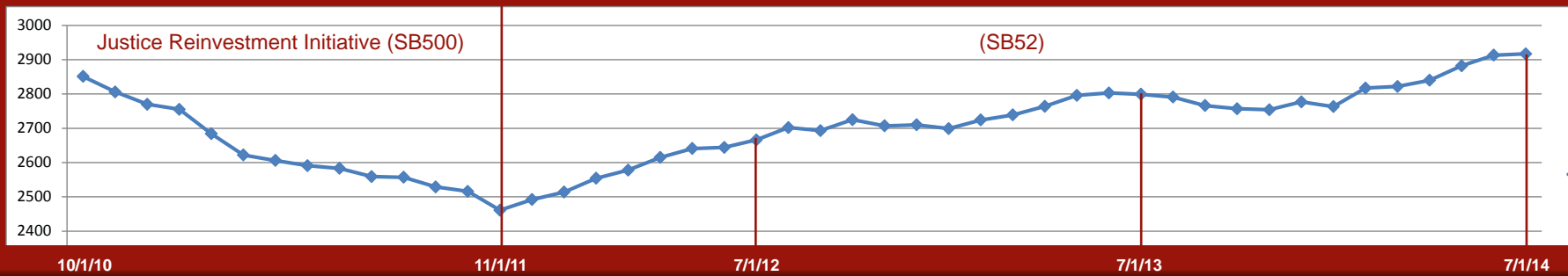
Maximum Sentence	Number	Percentage
Less than 1 yr	21	1%
Between 1 - 3 yrs	362	12%
Between 4 - 5 yrs	533	18%
Between 6 - 10 yrs	877	30%
Between 11 - 20 yrs	661	23%
21 yrs and more	426	15%
Unknown*	30	1%
TOTAL	2,910	100%

* Unknowns are inmates housed for other jurisdictions or residents of SPU who are on involuntary committal.

Releases SFY 2014

	Males	Females	Total	Percentage
Maxed Out	67	7	74	4%
Paroled	1,179	148	1,327	78%
Released to AHC	67	17	84	5%
Released to Probation	95	5	100	6%
To Other Jurisdictions	54	65	119	7%
TOTAL	1,462	242	1,704	100%

Legislation Impact on Total NH Sentenced Inmate Population



Studies of Recidivism

Joan Schwartz, PhD, Administrator of Research

The NH Department of Corrections conducts annual studies of recidivism to determine the number and percent of offenders who return to prison within three years of their release, and the reasons behind these returns.

The most recent study of recidivism, referred to as the 2009 cohort, tracked offenders released between July 1, 2008 and December 31, 2009. This represents a transition year in which the DOC began conducting studies of recidivism based upon prison releases by calendar year rather than fiscal year, to be in line with the Association of State Correctional Administrators Performance-Based Measures System Counting Rules. This will assist us in comparing ourselves to

other Correctional facilities across the country. Prison releases that occurred in the last six months of the 2008 calendar year were combined and tracked alongside releases that occurred over the 2009 calendar year to ensure there was no interruption in the measurement of prison recidivism.

Of the 1,412 offenders released over this 18-month period, 609 returned to prison within three years, representing an overall recidivism rate of 43.1%. The recidivism rate for this cohort represents the fourth consecutive year of decline.

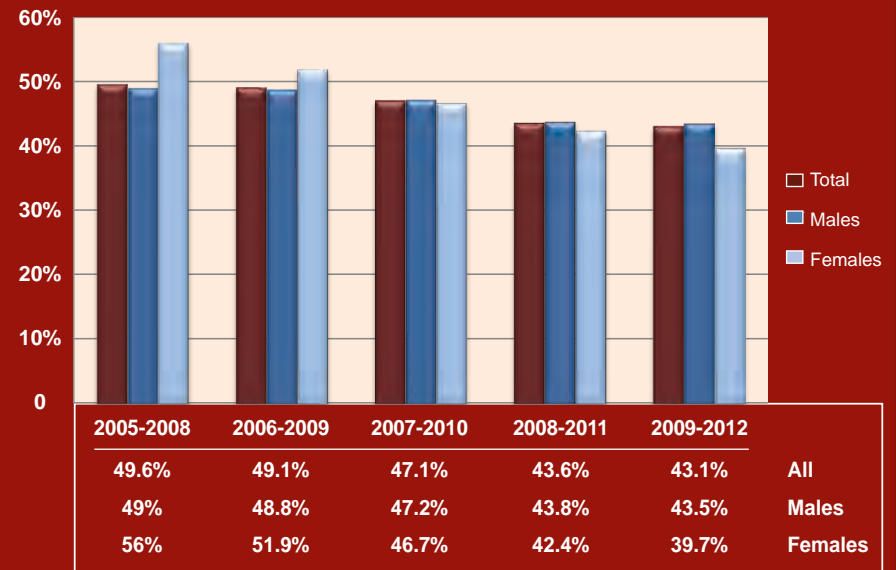
The recidivism rate for males for the 2009 cohort was 43.5%, representing only a slight decline (< 1%) from the previous cohort

year. The recidivism rate for females for the 2009 cohort was 39.7%, representing a decline of 6.4% from the previous cohort year.

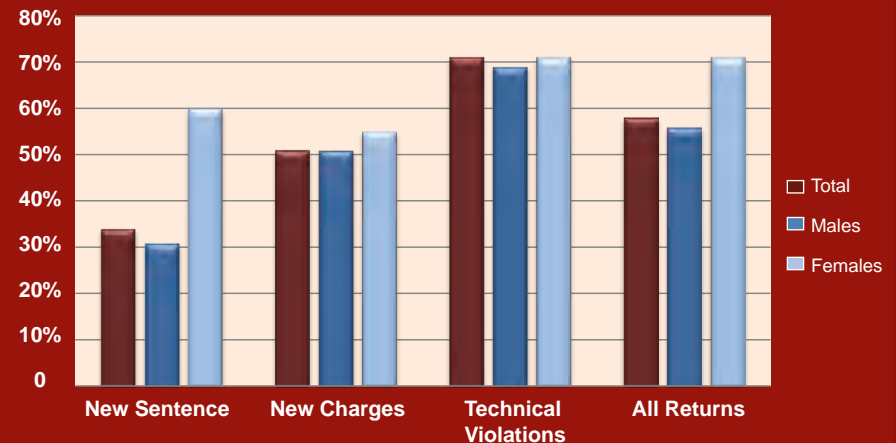
The overall recidivism rate statewide declined 13% between the 2004 and 2009 cohort years. The decline for male recidivists over this period was 11%, while the decline for female recidivists was close to 30%. The significant decline in the female recidivism rates can be attributed to a steady return to lower recidivism rates among females following two consecutive cohort years in which the recidivism rate among female offenders jumped to an unprecedented high of over 50%.

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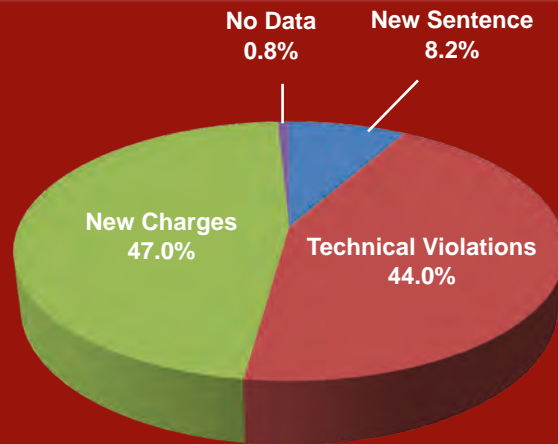
Recidivism Rates 2005 - 2009 Cohort Years



Percent of Returns Drug and/or Alcohol Related 2009 Cohort Year



Reasons for Return to Prison 2009 Cohort Year



Offenders convicted of violent crimes were the least likely to return to prison on a new sentence or new charge.

Studies of Recidivism (Continued from previous page)

Recidivism by Crime Type

Recidivism rates and reasons for return to prison often vary by crime type. Offenders with the highest rates of recidivism were those convicted of property crimes, followed by crimes of public order (e.g., habitual offender, resisting arrest, etc.). Offenders convicted of violent crimes had the lowest recidivism rate, followed by offenders with drug or alcohol related crimes.

Offenders convicted of violent crimes were the

least likely to return to prison on a new sentence or new charges. Offenders convicted of property crimes had the highest rate of recidivism and were the most likely to return to prison on a new sentence or new charge.

Reasons for Return to Prison

Of the 609 offenders who returned to prison from the 2009 cohort, 50 (8.2%) returned to prison on a new sentence, 286 (47%) returned for an arrest on a new charge, and 268

(44%) were returned for violating the conditions of their parole (referred to as “technical violations”).

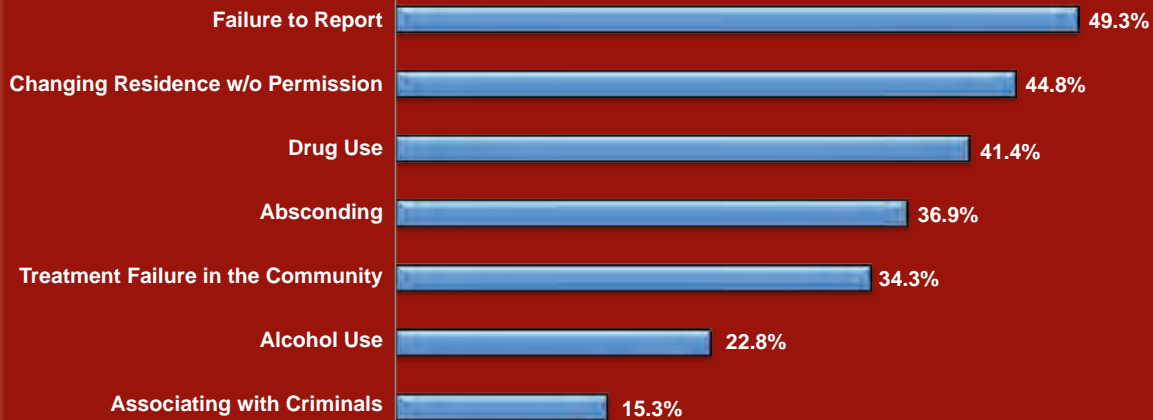
Of the 50 offenders returned to prison on new sentences, 34% had been charged with at least one crime related to drugs or alcohol. In total, these 50 offenders received new sentences for 69 separate crimes, of which 42% were for property crimes, 20% for crimes related to drugs or alcohol, 15% for violent crimes, and 23% for crimes of public order.

Of the 286 offenders returned for new charges, one-third were arrested for a violent crime, 25% were arrested for a property crime, and 28% were arrested on a drug or alcohol charge. The remaining 13% were charged with a crime of public order. Twenty-one percent of offenders returned to prison on a new charge had absconded from supervision prior to their arrest. A total of 51% of offenders returning on new charges were also cited for drug

and/or alcohol use, in addition to the crime for which they were arrested. Of the 286 offenders returned to prison on new charges, 113 (40%) were convicted and received a new sentence for one or more of the crimes for which they were charged.

The 268 offenders returned for technical violations generated a total of 681 reasons for their parole violation. Seventy percent were returned for one or more technical violations related to drug or alcohol use or community drug treatment failure. The second most common technical violation was failure to report to their PPO, followed by absconding from supervision. Other common violations included changing residence without permission, failing to retain employment, associating with criminals, and failing to complete required mental health or sex offender treatment in the community.

Technical Violations 2009 Cohort Year



It is not uncommon for an offender to be returned to prison for multiple violations. Percentages on the chart above represent all violations attributed to the 268 offenders released in cohort year 2009 who returned to prison on a technical violation within three years of their release.

Division of Medical and Forensic Services

Helen Hanks, M.M., Director

The Division of Medical and Forensic Services is the treatment entity of the Department. Staff within the division are integral to providing constitutionally appropriate health and behavioral health care to approximately 2,700 inmates and civil committees in our custody. A significant number of these individuals present with severe medical and behavioral health issues. In collaboration with community physicians, hospitals, and contracted entities, the Division strives to continue to meet those needs by managing a delivery system that focuses on services that are appropriate and cost effective.

The focus for the coming year will be on expanding the use of technology to

enhance efficiency through acquisition of an electronic health record system and better partnering with community care providers to effectively transition offenders to the community.

Behavioral Health Services

The Department offers a comprehensive set of behavioral health services to assist with the complexity of our clients' needs. Due to the increasingly high number of offenders entering the prison system with diagnosable needs, Medical/Forensics has established a community mental health and intervention services model within corrections. Inpatient needs are served through the Secure Psychiatric Unit (SPU). The Department has established three units

for residential treatment needs at the three prison sites: The Residential Treatment Unit (RTU) in Concord specifically for men; the Wellness Block at the Berlin facility for men; and the Wellness Block for women at the State Prison in Goffstown.

The Division looks forward to the opening of the Focus unit (a substance use treatment unit) at the Berlin facility that will address our high need/high risk drug and alcohol population. All facilities now offer intensive drug and alcohol treatment along with collaborative interventions for those with co-occurring disorders.

Secure Psychiatric Unit

The Secure Psychiatric Unit offers a psychiatric



hospital level of care within a secure setting. The SPU serves offenders from state and county correctional facilities who are in acute psychiatric need and patients committed through the NH Judicial system (in accordance with civil commitment statutes) due to mental illness and a level of dangerousness not able to be treated in a less restrictive environment. The SPU is also designated to treat individuals committed

under the State's Sexually Violent Predator law.

The SPU provides quality psychiatric care via its team of highly dedicated psychiatric, clinical, nursing, and security staff. There are approximately 50 hours per week of structured and unstructured therapeutic and diversional interventions available for residents, contingent upon individual treatment

(Continued)

Medical/Forensic Services
(Continued from previous page)

planning facilitated by the diverse disciplines assessing the client's needs. The security staff consists of certified correctional officers who participate in additional specialized training in managing clients with mental illness through collaborative mental health training provided through New Hampshire Hospital.

The SPU has a 66-bed capacity, with a current configuration of 50 male

beds, 10 female beds, and six infirmary rooms. During SFY 2014, there were 90 admissions to SPU and 75 discharges. Of those discharged, 48% went to general population settings (C3 at prisons and county jails), 28% went to the Residential Treatment Unit and the remaining 24% were transitioned to other less restrictive levels of care. The average length of stay in SPU for those admitted

and discharged during SFY 2014 was 51.3 days.

Residential Treatment Unit

The Residential Treatment Unit is designed specifically for male inmates who are unable to function successfully in a general prison environment due to their mental illness. Inmates may be clinically referred to the RTU from behavioral health staff

working in the general prison facilities or as a step down from the SPU.

The RTU, like the SPU,

and 49 discharges. Of those discharged, 65% returned to the prison setting, 22% paroled, and 12%

Sixty percent of female inmates receiving mental health services within the Department have substance use disorders and trauma.

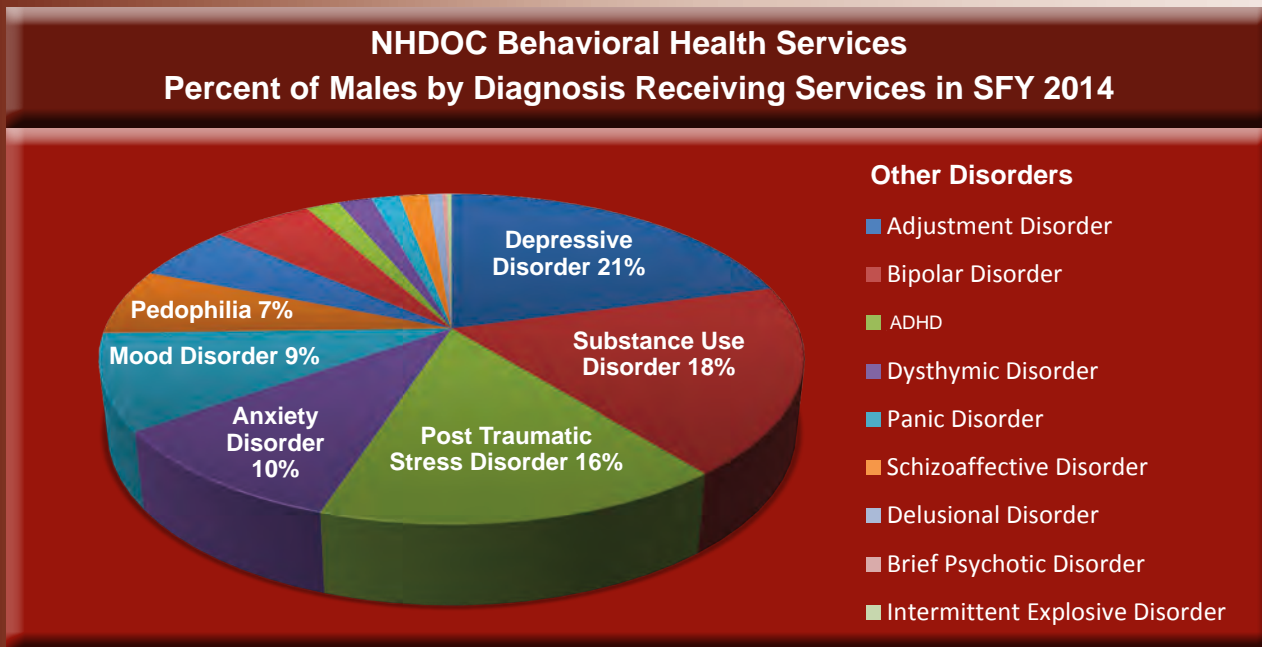
offers inmates approximately 45 hours per week of structured and unstructured therapeutic and diversional interventions. After professional evaluation by the assigned Master's level clinician, the inmate and clinician develop a specific, individualized treatment plan. In addition to the assigned clinician, psychiatric, nursing, and educational services are available on an as needed basis. The clinicians continually strive toward best practices models and providing evidence-based treatment modalities.

The RTU has a 40-bed capacity in the configuration of 20 double-bunked rooms. During SFY 2014, there were 57 admissions

were discharged to SPU for acute psychiatric care. The average length of stay in RTU for those admitted and discharged during SFY 2014 was 116.1 days.

General Prison-Based Behavioral Health Services

Behavioral Health Services are provided to any inmate who is diagnosed with a mental health or substance use disorder in need of services. Clinical teams provide distinct and diverse services, including sexual offender treatment (recently revamped), to ensure and maintain the wellness of the offenders in the care and custody of the Department. Behavioral health staff carefully



screen every individual entering custody for at-risk behavior. Professional staff participate in yearly training to enhance their skills in offender safety, PREA, diagnostics, and policy updates.

Through effective collaboration between behavioral health and security staff from the Northern NH Correctional Facility and the NH State Prison for Women, a Wellness Block was developed to enhance the services for women with a focus on gender responsive interventions, to include intensive drug and alcohol intervention treatment. A high percentage of female inmates receiving mental health services within the Department have substance use disorders (60% of those diagnosed receiving treatment) and trauma. A curriculum that includes co-occurring disorders is also offered at all facilities to meet the needs of this specialized population. Continuity of care is ensured through services

provided to inmates in the medium custody facilities and halfway houses.

Dental Services

Through a wider contract for physician services, the Division's Dental Clinic has successfully expanded its ability to provide necessary services, including dental hygiene services. The appointment scheduler (through CORIS) continues to effectively and accurately track offender access to dental services within the Department. During the year, the Dental Clinic has presented informational workshops to female inmates through the Wellness Block at the Women's Prison, with plans to eventually make these presentations available to the SPU and RTU in Concord.

Medical Services

The Division has a dedicated staff of medical professionals including nurses, physical therapists, contracted physicians, and nurse practitioners. The medical records admin-

istration office assists the medical staff by making all pertinent information available. When medically necessary, community-based treatment referrals are made to hospitals, community clinics, laboratory service, and other medical specialty providers.

At the Department's correctional facilities, nursing staff provide infirmary care, triage emergent and sick call services, and

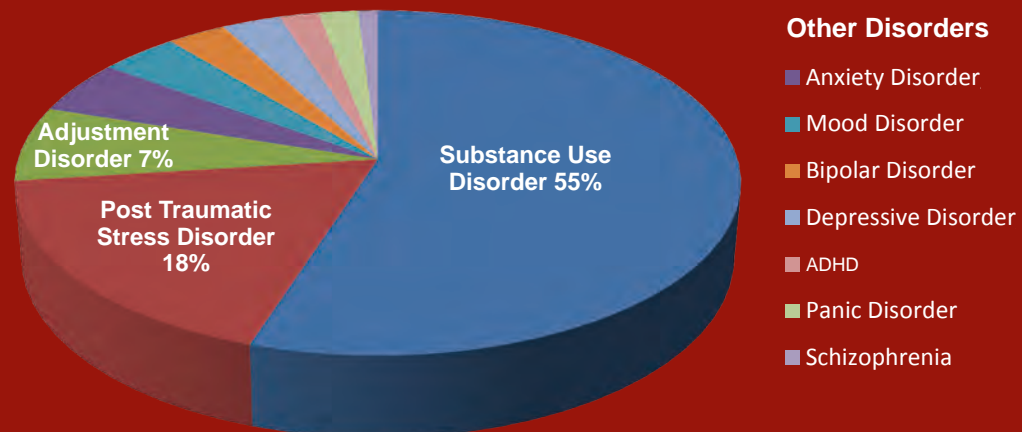
administer medications as ordered by providers. Nursing oversees the infection control program, monitors communicable diseases, and implements disease control measures as needed. In addition, Nursing provided pre-service academy training on communicable disease management for DOC staff.

Providers, under the

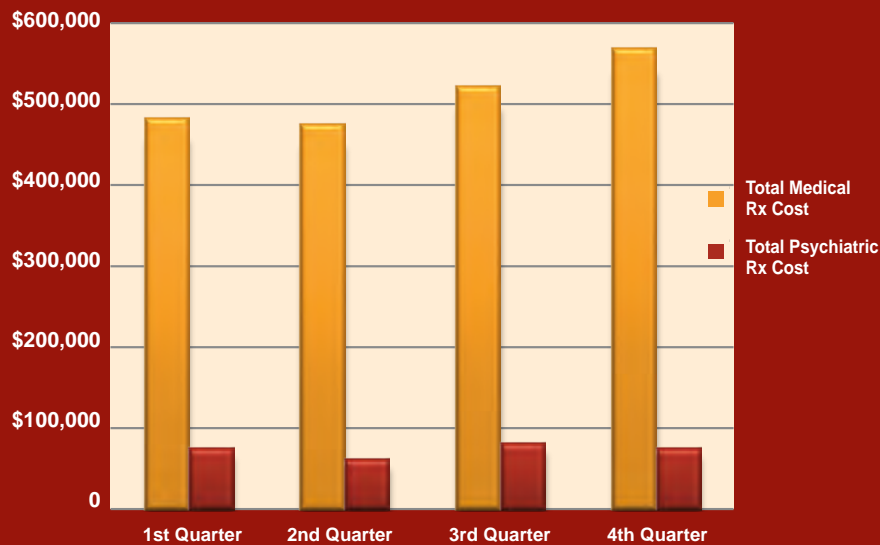
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NHDOC Behavioral Health Services Percent of Females by Diagnosis Receiving Services in SFY 2014



Quarterly Prescription Cost Comparison SFY 2014



Medical/Forensic Services (Continued from previous page)

leadership of the Department's Chief Medical Officer, implemented numerous joint practice and discipline specific meetings to align treatment practices and to review complicated cases in order to ensure appropriate outcomes. Department providers at the female facility successfully implemented Computerized Physician Order Entry (CPOE) through collaboration with nursing, pharmacy, administration, and information technology staff.

Pharmaceutical Services

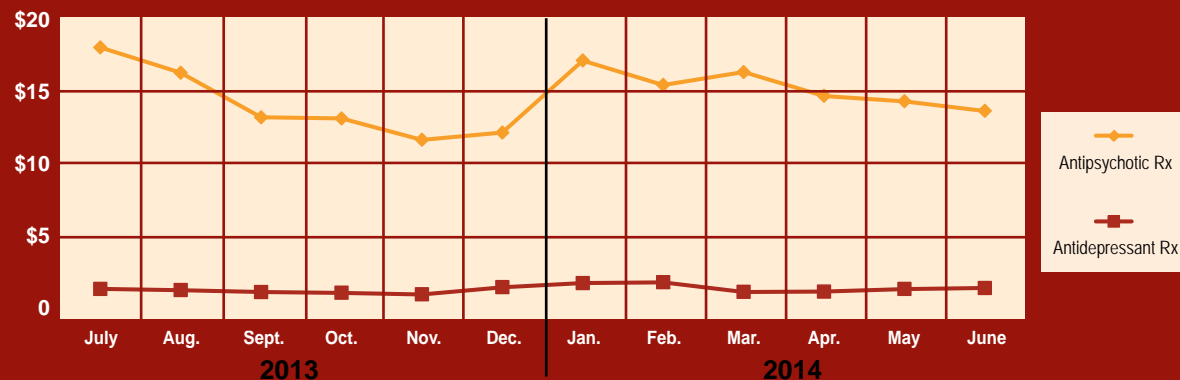
In order to meet the medical and psychiatric needs of residents in our custody, Pharmaceutical Services processed 209,387 prescriptions in SFY 2014, an increase of seven percent over SFY 2013. The Pharmaceuticals and Thera-

ties. Electronic physician order entry eliminates the potential for error created by handwritten orders, allows immediate access to patient prescription histories, and creates efficiencies within the nursing process.

The Pharmacy also implemented a change in the

Changes implemented by the Pharmacy will reduce medication waste and will increase efficiencies for the pharmacy, the nurses, and the medical providers.

Average Monthly Cost of Psychiatric Prescriptions SFY 2014



peutics Committee brings together the heads of our many healthcare disciplines to monitor activities of specific medications, review our prescribing practices, monitor compliance of the NHDOC medication formulary, and make recommendations for changes in practice patterns by practitioners.

During SFY 2014, the Pharmacy successfully implemented a physician prescription order entry process at all prison facili-

prescription order process for inmates being admitted to and discharged from the inpatient Health Services Centers. The change will reduce medication waste and potential for error, and will increase efficiencies for the pharmacy, the nurses, and the medical providers.

Allied Health Professionals

The Division's Allied Health professionals provide direct care to all correctional sites and, in conjunction

with other healthcare practitioners, provide oversight to discipline specific areas.

Their involvement with amending departmental policy and insight into legislative initiatives is integral to proper functioning and accountability to best practice and national standards. The Division's nutritionist works in collaboration with food services in conducting reviews of menus and nutritional guidelines as part of the on-going quality improvement process at all sites. Nutrition and rehabilitation services respond to clinical referrals from nursing, providers, and all other disciplines to provide their clinical synopsis of the cases and additional input into the plan of care.

Recreational therapy is specific to the Secure Psychiatric Unit, Residential Treatment Units, and Wellness Unit for females. This service provides structured and unstructured diversional activities targeted to the special requirements of these groups to assist

in meeting the goals of their treatment plans and to increase their frustration tolerance in social settings.

Allied Health staff play important roles in the Pain Management clinic, management of eating disorders, review of community-based referrals,

The Division's nutritionist works with food services as part of the on-going quality improvement process.

and increasing residents' abilities to participate in physical fitness and more appropriate social coping skills.

Physical therapy services are currently provided at all of the sites by a Licensed Physical Therapist. The therapist works along with security and the entire healthcare team responding to clinical referrals for evaluation. Patient

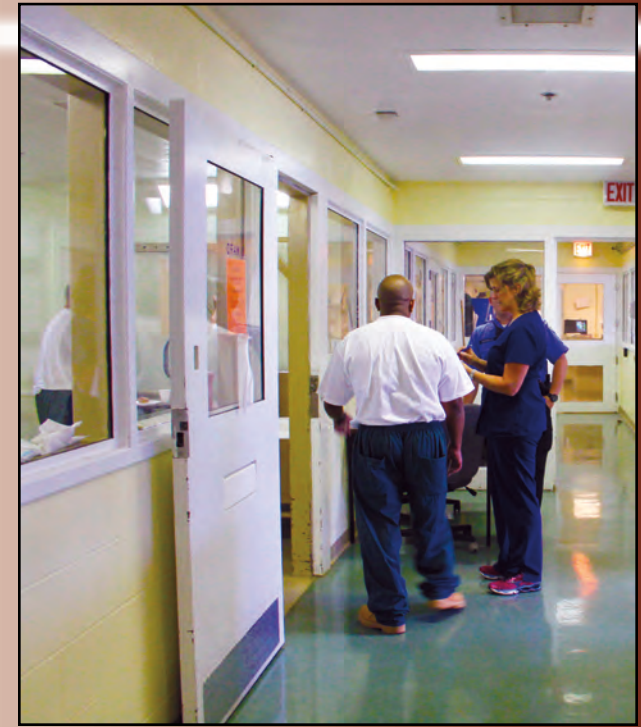
evaluations often result in determination of further needs, including patient education and an independent exercise program that assists them in achieving their rehabilitation goals. The physical therapist coordinates the on-site services for orthopedic needs and works as part of the multi-disciplinary Pain Management team.

Office of the Forensic Examiner

The Office of the Forensic Examiner has dedicated staff who travel throughout the state testifying in court, providing context to their written evaluation, and explaining the use of actuarial assessments in their reports. These activities help judges make rulings on competency cases. The Chief Forensic Psychiatrist continues to monitor the state's processes to best assist legal counsel involved in these cases in order to streamline and meet the statutory timelines for competency evaluations.

Not Guilty By Reason of Insanity

The Department of Corrections monitors 31 civil committees, committed as Not Guilty by Reason of Insanity (NGRI) and on-going enforcement of the treatment regimen per RSA 651:11-a. The Division of Medical and Forensic Services has a dedicated NGRI Clinical Coordinator who meets regularly with individuals and different mental health organizations at the varying levels of care the client has obtained. The Division coordinates inpatient level of care and outpatient mental health services to ensure compliance with court orders, and reviews clinical files for symptomology related to their illness and risky behaviors for the safety of the client and the community. The Division utilizes trained forensic psychologists in assessing risk for future violence in these cases to evaluate preparedness for changes in level of care as deemed necessary.



Nurses in the Department's correctional facilities provide infirmity care, triage emergent and sick call services, and administer medications as ordered by providers.

Victim Services/ PREA

Jessica Parent, Administrator



The Office of Victim Services strives to support the rights and needs of people who are victims or survivors of crime. With respect for their role as participants in a successful justice system, we are committed to honoring each crime victim's right to be informed, involved, and reasonably protected. Probation and Parole staff seek victim input during court-ordered presentence investigations. Crime victims' rights are also respected through enforcement of court-ordered restitution.

On December 2, 2013, the Victim Services Resource Center was unveiled at the NH State Prison for Men. The Center is designed for survivors and victims' families to meet with Victim Services staff to prepare for parole and/or revocation hearings, prison tours, and safety planning upon an offender's release into the community. At the close of SFY 2014, people who were victims/survivors of 2,481 current inmates,

parolees, and probationers were registered for notification of offender status changes and other direct services. There were 447 new requests for victim notification. Victim Services staff documented over 8,000 contacts with victims/survivors and their families.

The Department continued its partnership with the NH AmeriCorps Victim Assistance Program. An AmeriCorps Advocate worked alongside Victim Services staff documenting notifications, making referrals to local crisis centers, attending hearings, and reviewing safety planning with survivors. Victim-Offender Dialogue, facilitated by trained NHDOC staff and community partners, has been placed on hold due to reduced staffing levels for facilitation.

Continued recruitment, training, and facilitation will be goals for the upcoming year.

PREA

The Prison Rape Elimination Act (P.L. 108-79)

requires correctional agencies to improve prevention, detection, and responses to sexual abuse of incarcerated people.

The Department's interdisciplinary Sexual Assault Resource Team (SART) supports the prevention and response to sexual assault by fostering a collaborative, victim-centered approach toward zero tolerance, intimidation-free reporting, avoidance of re-victimization, and offender accountability. During SFY 2014, PREA SART continued case reviews and collaborated with mental health, medical, security, and other DOC staff to provide inmate education about PREA and the importance of reporting incidents of sexual abuse. Partnerships continue with the NH Coalition Against Domestic and Sexual Violence and its member agencies to provide the highest level of support and services to survivors of prison sexual abuse.

There were 55 new reports of sexual abuse, a

slight decrease from the past year. The PREA Victim Advocate teamed with correctional investigators during interviews with inmates reporting sexual victimization. Information and emotional support were provided to 100 inmates with specific sexual abuse or safety concerns. The total number of contacts with inmates regarding education, support, and referrals was 269.

PREA training for both uniform and non-uniform staff continues to be part of DOC's annual training. The NHDOC is in its final stages of meeting compliance with the Federal Standards and preparing for the audit at the NH Northern Correctional Facility in September 2014. Director Colon Forbes and PREA Victim Advocate Jean Carroll have been spearheading those efforts for over six months. NCF's Inmates Art Committee drafted sexual abuse awareness posters that will be used department-wide in both English and Spanish.

Division of Security and Training

Christopher Kench, Director

The Division of Security and Training oversees the establishment and maintenance of prison security and emergency management programs, and implements the department-wide training program. The Division includes the Bureaus of Training and Staff Development, Classifications, and Offender Records.

During SFY 2014, two corrections academies were facilitated, graduating 26 Correctional Officers. Comprehensive academy training includes emergency preparedness, defensive tactics, ground defense, cultural diversity, security threat groups, contraband, and firearms.

Over the course of 323 days, training facilities and staff accommodated all

NHDOC staff members in required annual training.

Supervisory training for uniform staff during this period consisted of training facilitated by the NH Bureau of Education and Training.

During SFY 2014, two academies were facilitated, graduating 26 Correctional Officers.

A new Open Source Learning Management System (Moodle) was launched and is currently being tested while training bureau staff are being educated in course design and development for this new delivery platform.

Probation and Parole Of-

icers completed the most dynamic firearms training to date, with the introduction of Simunitions training (non-lethal ammunition training).

Six Taser certification classes were facilitated, resulting in 120 officers being certified to use this electronic control device.

The entire Department has now transitioned to the new semi-automatic rifle, replacing the 15-year-old Police Carbines. The NHDOC liaisons to the NH State Police Hostage Negotiations Team continued training together during this period, and the Special Emergency Response Team (SERT) completed required training.



Division of Administration

Robert Mullen, Director

The Division of Administration consists of Financial Services, Contracts and Grants Administration, and Logistical Services.

The Financial Services' staff are responsible for all accounting, purchasing, budgeting, and medical payment processing for the Department as well as maintaining the inmate banking system. The Contracts and Grants staff are responsible for the RFP process and management of numerous contracts and grants administered by the Department. Logistical Services staff are embedded in the three prison facilities and are responsible for all maintenance, food service, laundry, and warehouse functions of the prisons, the Transitional Work Center, and three transitional housing units.

With the advent of State Fiscal Year 2014 beginning July 1, 2013, the Department's budget appropriation included inherent financial and operational challenges. The final budget appropriation reflected

65 unfunded positions coupled with under appropriation in overtime and instate travel. These challenges tested the financial, operational, and staffing limits of the entire Department. When the State Fiscal Year came to a close, the Department successfully met these challenges, thanks to a cooperative effort in managing this budget at every level of the Department.

In spite of reduced staffing levels and the loss of four accounting positions to the NH Department of Administrative Services' Shared Services Center, the Financial Services and Contracts and Grants staff did a commendable job as they continued to execute their duties in an efficient and professional manner.

Although the Logistical Services unit experienced unplanned vacancies due to unexpected retirements and medical issues, the staff did an exemplary job. With minimal outside contracted resources, the maintenance staff contin-

ued to keep the facilities mechanically operational as they face the daily challenges of maintaining the infrastructure of our facilities. Concord maintenance staff encountered

Services' Administrator, Jon Hanson, as he oversees and coordinates the many responsibilities of the Logistics team. Financial Services' Grant Coordinator Janet Belben

The final budget appropriation tested the financial, operational, and staffing limits of the entire Department.

the daily challenges of maintaining the structures at the NH State Prison for Men, as well as the Transitional Work Center and the Transitional Housing Units. They, as well as the Berlin and Goffstown maintenance staff, keep the facilities safe and operational. The food services staff at the three prisons continue to provide an average of 8,000 meals a day with minimal staffing resources.

Preliminary planning in SFY 2014 for the construction of the new Women's Prison has placed an extraordinary demand on the already stretched-thin time of the Logistical

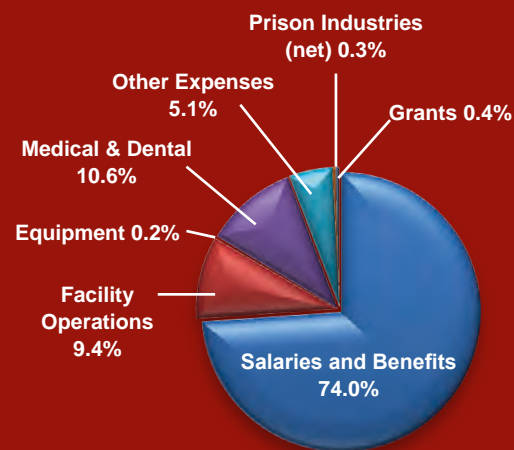
is to be commended as she voluntarily stepped in to provide clerical support in Logistical Services when a medical emergency created a sudden vacuum in their operations.

Grants SFY 2014

The DOC benefitted from several grants this fiscal year, both directly and indirectly. The Department received an Adult Basic Education sub-grant from the NH Department of Education (DOE) in the amount of \$44,202 for the 2014 fiscal year for a part-time GED teacher and teaching materials.

Last year the Depart-

SFY 2014 Major Expense Classes
\$100,215,140



ment received a sub-grant of \$237,736 from the Council of State Governments to implement Phase II of the Justice Reinvestment Initiative. The Justice Reinvestment Grant project end date was January 31, 2014. These funds continue to be used to achieve several important enhancements, including training for staff on the utilization of evidence-based practices; technical assistance for training Parole Board members; and enhancement to the Department's offender management database system in order to better track, extract, and analyze offender data.

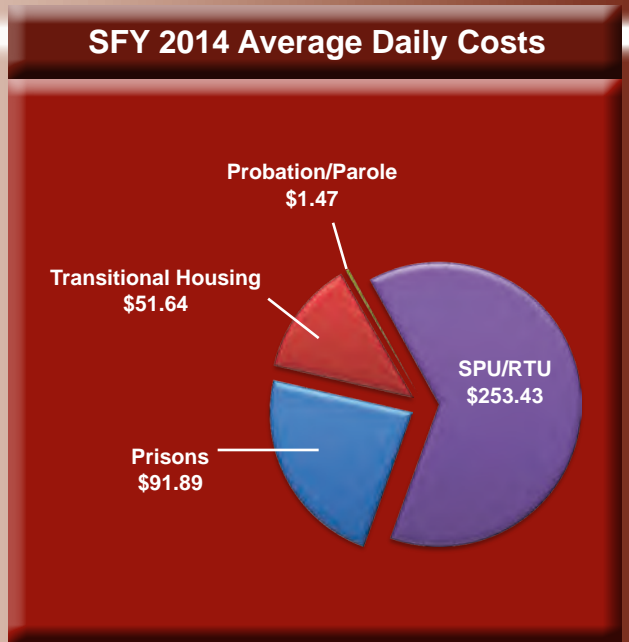
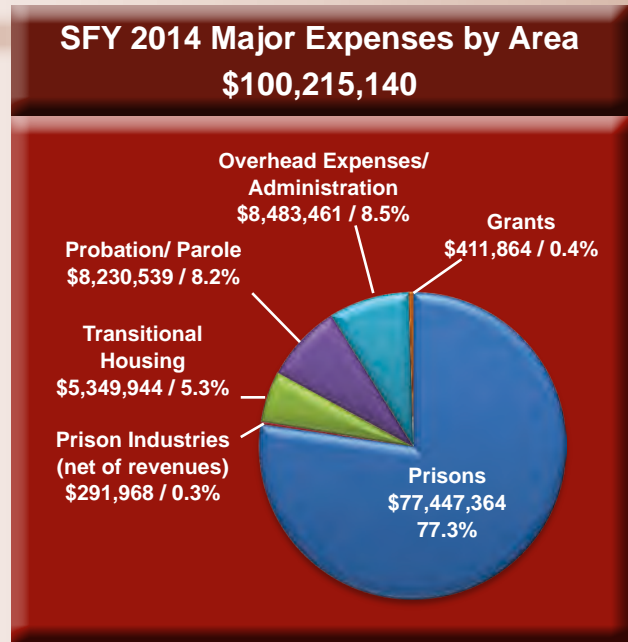
The Department received a total of \$149,219 in Victims of Crime Act (VOCA) sub-grants from the NH Department of Justice (DOJ). The DOC also received a Statewide Automated Victim Information Notification (SAVIN) sub-grant from DOJ in the amount of \$18,042. The SAVIN initiative focuses on improved victim notification in corrections and

courts. The SAVIN project period is July 1, 2012 through September 30, 2014.

The DOC annually receives a State Criminal Alien Assistance Program (SCAAP) Award from the U.S. Department of Justice to partially reimburse the Department for the costs associated with housing illegal aliens. This year's SCAAP Award totalled \$91,159.

The FBI awarded the DOC a Safe Streets Task Force grant of \$34,404, with a project period of October 1, 2013 through September 30, 2014.

The Family Connections Center (FCC) continues to partner with community agencies to apply for grants and create additional resources for the FCCs located at all three prisons and minimum security units. The FCC was the recipient of services provided by funds from the following grants awarded to our partner agencies in SFY 2014: In March 2014, Child and Family Services of NH



Total Expenses and Costs per Day SFY 2014

Expense Category	Prisons	Transitional Housing	Probation/Parole	SPU/RTU
Total Expenses	\$76,765,610	\$5,844,713	\$8,991,710	\$8,163,153
divided by Avg. # of Offenders	2,289	310	16,808	88
= Avg. Annual Cost per Offender	\$33,540	\$18,849	\$535	\$92,500
divided by 365 = Avg. Daily Cost	\$91.89	\$51.64	\$1.47	\$253.43

partnered with the FCC to receive \$10,000 from the Women's Fund and \$9,000 from NH DCYF to provide parenting support staff services at the NH State Prison for Women in

Goffstown and Shea Farm. In December 2013, the Linden Foundation awarded University of New Hampshire Family Studies Department \$25,000 to pay for three part-time FCC staff to

facilitate internet video visits between children and their fathers who are incarcerated in the Berlin and Concord prisons.



Correctional Industries

Correctional Industries employs a total of 20 staff to train and assist offenders in developing meaningful job skills within industrial and agricultural settings. Correctional Industries employs approximately 240 inmates at its three facilities: The NH State Prison for Men, the Northern NH Correctional Facility, and the NH State Prison for Women.

At NHSP/M, work opportunities are available to inmates in woodworking, cabinetry, metal products manufacturing, printing, furniture upholstery, and general office skills. At NCF, workplace opportunities are available in the areas of woodworking, upholstery, and furniture refinishing. Work opportunities at the women's prison are currently limited (due to a lack of available

space) to sewing projects and light manufacturing.

In addition to hands-on skills in these industry areas, inmates are also taught the importance of punctuality, work ethic, teamwork, cooperation, and problem solving.

A January 2014 restructuring of the Division of Administration resulted in oversight of Correctional Industries being transferred from the Assistant Commissioner's Office to the Division of Administration. The Administrator of Industries position has been vacant since October. The Department is in the process of filling this position.



Division of Professional Standards

Colon Forbes, Director

The Department of Corrections' Division of Professional Standards is responsible for department-wide criminal and administrative investigations. The Division also includes the Polygraph Unit and the Hearings Bureau.

The Polygraph Unit is responsible for conducting polygraph examinations related to the supervision and treatment of sex offenders, the pre-employment recruitment of unformed staff, and criminal and administrative investigations. Community safety is the number one priority. The sex offender polygraph testing program assists Probation/Parole Officers and sexual offender treatment providers by identifying low level behaviors which, if left unchecked,

could lead to high level risk behaviors and possibly re-offense. In addition, the pre-employment polygraph examinations for law enforcement positions ensure that the Department of Corrections selects trustworthy candidates. In SFY 2014, the Polygraph Unit conducted a total of 249 examinations.

The Hearings Bureau provides a due process system for hearing inmate grievances and claims, and ensures proper due process protection and adherence to disciplinary procedures for the inmate population. In SFY 2014, the Hearings Bureau processed 8,898 disciplinary reports (1,458 of which resulted in hearings) and ordered restitution in the amount of \$120,669.

The Investigations Bureau is responsible for the department-wide investigation of serious incidents and allegations of criminal and/or administrative wrongdoing by inmates, staff and members of the public as well as assistance to other law enforcement agencies. During SFY 2014, the Investigations Bureau staff conducted 1,696 investigations. In addition, the investigations staff received 40 indictments as a result of 30 criminal investigations presented to the Grand Jury.

SFY 2014 Investigations

Criminal	60
Administrative	15
PREA	43
Agency Assists	147
Unit Assist	1,394
Other	27
TOTAL	1,686

SFY 2014 Disciplinary Hearing Outcomes

INFRACTIONS	
Major Infractions	2,551
B Level Infractions	4,374
C Level Infractions	1,973
TOTAL	8,898
DISPOSITIONS	
Pled Guilty	726
Found Guilty	434
Incident Report	119
Filed without Prejudice	164
Found Not Guilty	11
Other	4
TOTAL	1,458



SFY 2014 Claims Hearing Outcomes

Claims Paid *	85
Claims Denied	115
Claims Withdrawn	13
TOTAL	213

* Total of claims paid to inmates in SFY 2014 was \$4,979.



Bureau of Human Resources

Lisa Currier, Administrator

During SFY 2014, the Bureau of Human Resources (HR) continued to focus on agency recruitment efforts. Of 279 positions posted and processed, 236 positions were filled either by promotion, voluntary demotion, lateral transfer, or new hires. The Department of Corrections hired 56 new full-time employees and eight part-time employees to fill vacancies. Eighteen positions were reclassified or reallocated due to reorganization and/or operational changes.

With the focus on the Department's recruitment needs, the HR Recruitment Section and other DOC employees participated in State-sponsored Lean Training. The Lean Training project took a close look at the NHDOC recruitment

process for Corrections Officer (CO) positions. The outcome of that project helped identify ways to reduce some scheduling delays. Although it recognized that Police Standards and Training Council (PSTC) Rules and DOC hiring policies necessitate compliance with Prison Rape Elimination Act (PREA), Criminal Justice Informational Systems standards, NH Division of Personnel Rules, and Collective Bargaining Agreements (CBAs), it provided some helpful suggestions to re-examine how the Department currently schedules candidates for the various stages of the process. The Lean Project helped to reduce a 12 week process to an eight week process.

Another Departmental initiative for recruitment

was the establishment of a Recruitment Committee. This on-going committee is made up of 27 individuals within the NHDOC who volunteer to speak at colleges and other forums to attract qualified individuals for our CO positions. The Committee's initial efforts produced new display boards, equipment, a recruitment brochure, and Power Point presentation that can now be provided at job fairs.

HR continued through SFY 2014 to support the State's NH First electronic HR system by utilizing the online recruitment process for posting position vacancies and receiving electronic applications. This state initiative has created an additional venue to receive applications for departmental job openings. Also, the

Bureau continues to work with the State's NH First/Information System to process payroll and other HR transactions ensuring they are timely and accurate.

During SFY 2014, the HR Bureau worked with agency managers and division directors to re-examine their organizational structure as positions became vacant. With that came reclassifications and re-organization within some divisions to help meet their operational challenges and resource needs for their respective areas.

Also, throughout the fiscal year, the Bureau continued to work with PSTC to ensure that all required notifications were sent to them for new hires and other employee changes. The Bureau continued to help facilitate communications from PSTC to employees regarding mandatory three-year physical agility testing and other required notifications associated with law enforcement certification.

With our four CBAs, HR continued to work closely

NHDOC Positions Budgeted, Filled, and Vacant as of June 30, 2014

Positions	SFY 2014 Budgeted	Filled	Funded Vacancies	Unfunded Vacancies	Total Vacancies
Executives	12	12	0	0	0
Managers/Administrators	27	23	2	2	4
Correctional Officers	469	401	24	44	68
Probation/Parole Officers	70	66	1	3	4
Medical Personnel	62	55	6	1	7
Teachers/Instructors	24	22	1	1	2
Shop Supervisors/Tradesmen	62	54	7	1	8
Recreational Personnel	2	2	0	0	0
Clerical/Administrative	100	88	4	8	12
Correctional Counselor/Case Manager	44	37	4	3	7
Psychologists/Social Workers	20	17	1	2	3
TOTALS	892	777	50	65	115

with labor and management, and participated at the agency Labor Management Committees to discuss a variety of personnel issues throughout SFY 2014. However, the primary focus was on departmental recruitment needs in an attempt to help minimize forced overtime of the Corrections Officer workforce.

The Bureau continued to work with employees, supervisors, and managers on a variety of personnel matters to ensure compliance with the NH Division of Personnel Rules, our four CBAs, and Departmental Policies, and worked closely with the Attorney General's office on employee and union litigation matters throughout the year.

SFY 2014 was a year to focus on enhancing the Department's recruitment efforts, not only to meet the current demands, but to plan and prepare for the staffing needs of a new women's prison.

NHDOC Positions by State Fiscal Year

Positions	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
Executives	9	9	9	9	11	12	12	12	12	12
Managers/Administrators	68	68	68	71	69	57	38	30	29	27
Correctional Officers	626	625	605	596	590	531	493	471	470	469
Probation/Parole Officers	71	71	71	72	71	71	70	70	70	70
Medical Personnel	57	57	73	67	72	70	66	62	62	62
Teachers/Instructors	30	30	28	29	28	28	29	24	24	24
Shop Supervisors/Tradesmen	74	75	70	70	72	63	60	62	62	62
Recreational Personnel	1	1	3	3	3	2	2	2	2	2
Clerical/Administrative	115	117	106	102	104	111	108	101	98	100
Correctional Counselor/Case Manager	46	46	40	38	39	39	45	44	44	44
Psychologists/Social Workers	19	18	30	30	30	30	24	20	20	20
TOTALS	1,116	1,117	1,103	1,087	1,089	1,014	947	898	893	892

Information Technology and Business Information

Linda Socha,
DoIT Manager for NHDOC

Ronald Cormier,
DOC Business System Analyst

Information technology at the New Hampshire Department of Corrections is a joint effort of the Department of Information Technology (DoIT) and the DOC Business Information Unit (BIU). Together these units assist DOC operations and management with all aspects of information technology. This collaboration provides a smooth transition from the business side with project management, application support, data analysis, and prioritization of projects through the technical side with net-

work support, server operations, desktop support, and application development. Improving communications and increasing efficiency and security are always the primary goals.

DOC is entering the final stage of the infrastructure upgrades for the Voice/Data network. This has been a project that has spanned many years and has been extremely effective at increasing security, providing faster connections, and decreasing outages. Efforts continue to improve the DOC network architecture, which encompasses the rebuilding of the DOC servers, upgrades to critical network hardware, and replacement of staff computers.

DOC focused on staff equipment during the last year and was able to upgrade almost all staff machines to required hardware levels and implement Windows 7 in all but a few locations. Along with this upgrade was the provision of laptops with remote access for 90 percent of the

Parole/Probation Officers. This hardware change allows staff to connect and work while at court, during their rounds, and at other locations where they were previously unable to access resources.

The integrated energy efficiency options may save the Department an average of \$12,500 in annual energy costs.

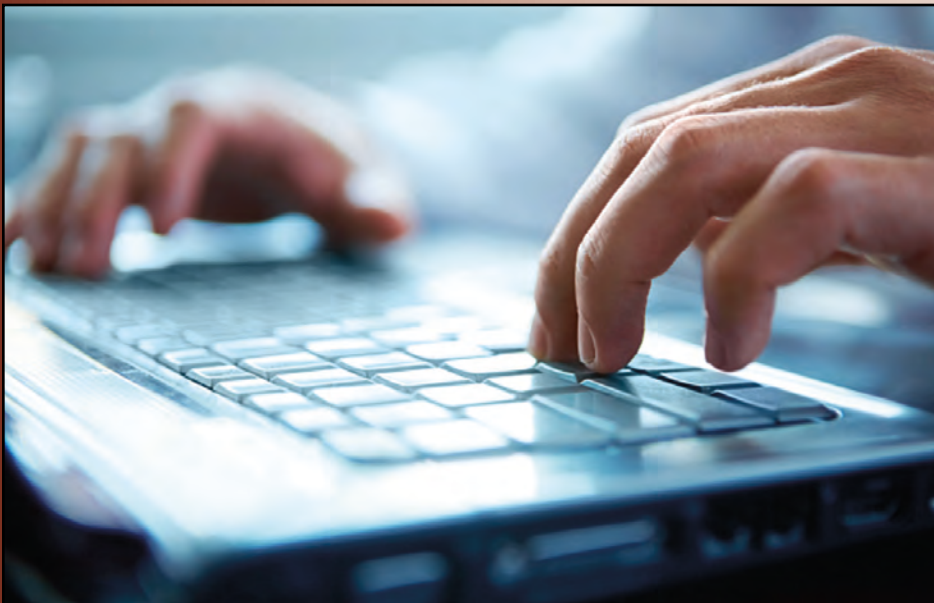
In addition to all of the other benefits that upgraded equipment provides, the Department estimates that the integrated energy efficiency options will save the Department an average of \$12,500 in annual energy costs.

Desktop Services received and resolved more than 3,700 DOC Help Desk requests. Help Desk requests include everything from installing new hardware or resolving hardware problems, to assisting with user access to the network and to systems along with support during and after system upgrades and/or

outages.

The Application Development Group supports DOC management and operations by providing in-house development of applications, databases, research and statistical reports,

compliance with federal reporting, and third party right-to-know requests. The Application Development Group received over 144 project requests; by the end of SFY 2014, 115 of these requests were completed, 13 were in active status, and the remainder were pending assignment or withdrawn. More than half of these projects involved data exports and additional reports to the Department and to outside agencies, but there were several systems developed as well.



Quality Improvement, Compliance, and Research

Benjamin Lewis, EdD, Administrator

SFY 2014 continued the accomplishments of the previous year for the NHDOC Quality Improvement Program, with progress being sustained in virtually all areas of court-ordered compliance.

For over three decades the New Hampshire Department of Corrections has been working to achieve compliance with over 1,500 separate requirements that address medical, psychiatric, and dental services, educational, training and industries programs, and appropriately equivalent programs and services for women that came out of a class action lawsuit.

The Laaman suit itself

has gone through six iterations called Settlement Agreements since its inception, the most recent being the Holliday Court Order of 2006. This order focused on the development of a Residential Treatment Unit (RTU) and additional earlier Laaman requirements that had not yet been attained. With the addition of a Quality Improvement Program in 2003 that incorporated all Court-Ordered requirements, DOC took on the challenge of developing the infrastructure, training, and evaluative tools to bring the system into full compliance with the key requirements of these suits. This involved planning at the level of the

Commissioner's Office, continuous dialogue, and interaction among DOC QI staff, New Hampshire Legal Assistance attorneys, and the Attorney General's Office.

DOC adopted and implemented a conceptual framework which acknowledged that program innovation, development of indicators of progress to be tracked and trended, and on-going evaluation were the keys to attaining and sustaining compliance with nationally-developed standards for programs and services in the correctional environment.

In recent years the culmination of these ef-

forts has resulted in the plaintiff's counsel as well as the courts recognizing DOC's achievements. For all intents and purposes the continued adherence to full compliance has been turned over to the Department with no requirements for oversight by external entities. The New Hampshire Department of Corrections is one of few in the nation to have successfully emerged from external monitoring to a self-managed system of on-going quality improvement. This has been due largely to the unique working relationships developed among the plaintiff's counsel and their experts, the New Hampshire Attorney General's Office, and the principles of quality improvement embraced by DOC staff and supported by DOC senior leadership.

With respect to the Woods, et al, suit regarding parity for women's services and programs, substantial compliance has been achieved and sustained regarding mental

health and medical/dental services, and plans are well under way for improvements in educational and vocational programs. The DOC continues to meet with the plaintiff's counsel on an on-going basis to share progress.

The research arm of the bureau is responsible for conducting studies that look at factors associated with prison recidivism (see page 17). Recidivism refers to whether or not offenders return to prison within three years of their release. Studies of recidivism conducted by the Department measure the number, percent, and types of offenders who return to prison, as well as the reasons for their return.

In addition to conducting annual studies of recidivism, the Office of Research conducts studies on issues internal to the Department on an ad hoc basis, and is responsible for coordinating research conducted by outside researchers and state and federal agencies.

Impact of the 2014 Legislative Session

Jeffrey Lyons, Public Information Officer

The second year of the 163rd session of the New Hampshire Legislature concluded in June 2014. The Department monitored the progress of 93 bills in the New Hampshire House and Senate that are specific to Corrections issues. Of those, 21 were retained or re-referred from the 2013 session. We also track bills that propose changes to the criminal code, law enforcement procedures, health care regulations, and other legislation that could impact multiple state agencies including Corrections.

Perhaps the most significant change in the way the Department manages its prison inmates was the adoption of House Bill (HB) 649, relative to earned

time credits for certain prisoners participating in educational and rehabilitative programming. This was one of the bills retained from 2013. With the certification of the sentencing court, it allows inmates to receive up to 13 months of earned time off their minimum and maximum sentences for completion of education and vocational education programs, participation in the Family Connections Center, and mental health treatment. It requires the Department to develop a petitioning process for inmates to obtain earned time if they had already completed these programs prior to the effective date of the law. Any earned time can be forfeited if the inmate is involved in security threat groups, escape attempts, or

receives major disciplinary sanctions.

HB 1227 was a bill requested by the Adult Parole Board to facilitate a series of technical changes and clarifications to the state's parole laws. Six changes were authorized under this legislation: It clarifies the Board's responsibility to recommit offenders who violate the terms of their parole; mandates a parole hearing for inmates who are nine months away from their maximum release date; allows the approval of medical parole with a simple majority of the sitting Parole Board; requires that an offender who is eligible for early discharge from parole must not have been re-committed while on parole; requires a PPO to inform the Parole Board within

30 days when an offender violates the terms of their parole; and gives the Parole Board authority to impose sanctions of longer than 90 days if the offender's technical violation relates to the original crime for which they were sentenced.

Toward the end of the session the bill was amended to give PPOs opportunities to impose immediate seven-day jail sanctions for probation violations.

Senate Bill (SB) 323 would have required that any inmates receiving consecutive one-year sentences in a county facility should serve those sentences in the state prison. We opposed this legislation in part due to inconsistencies in the statutory billing process as well as the different statutory obligations of prisons and jails. The Senate voted to send this bill to Interim Study in March 2014. In May, Commissioner Wrenn met with Senator Jeanie Forrester, representatives from the New Hampshire Association of Counties and several

county jail superintendents to begin discussion on the billing process.

The Department opposed HB 1457 which would have required the Department to conduct risk assessments on released sex offenders and provide the results to the Department of Safety to be published on the Sexual Offender Registry. We raised many concerns about the reliability and costs of such assessment as well as how the information would be analyzed and conveyed for use on the Registry. The bill was amended to study the Sexual Offender Registry and passed the House. But the Senate voted to return the bill to the House and take no action.

HB 1563 would have granted Group II retirement status to more than 40 non-uniformed Department employees who work inside the prisons and interact one on one with inmates every day. Supporters of this legislation testified that these employees are as much at risk as the uniformed staff

and should receive the same retirement benefits the officers receive. The bill was referred to Interim Study by the House.

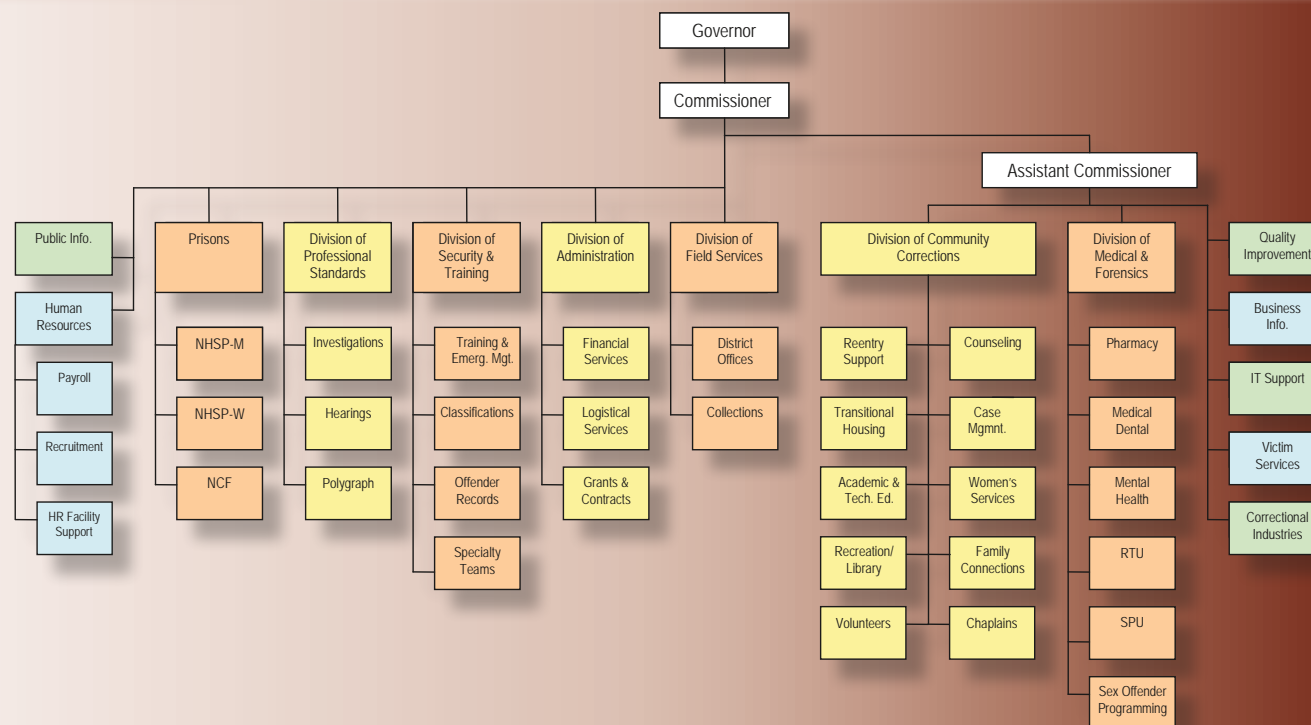
HB 480, related to solitary confinement, was voted Inexpedient to Legislate.

HB 646, relative to NH Correctional Industries, had been retained from 2013 and it was sent to interim study by the House.

HB 1624 focused on offenders in the juvenile justice system but had a direct impact on the adult facilities due to provisions of the Prison Rape Elimination Act (PREA) that mandates site and sound separation of youthful offenders from adult offenders. This bill related to modernizing the juvenile justice system to ensure rehabilitation of juveniles and the preservation of juvenile rights, and raised the age of majority in New Hampshire from 17 to 18 years old. It was later amended to make the Department of Health and Human Services responsible for submitting a juvenile justice report to the legislature.

New Hampshire Department of Corrections

as of June 30, 2014



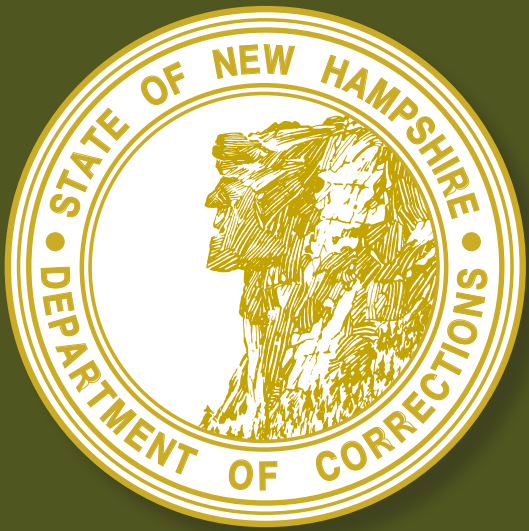
Acronyms and Abbreviations

ADA Americans with Disabilities Act
 AHC Administrative Home Confinement
 ARRA American Recovery and Reinvestment Act
 BIU Business Information Unit
 C1 Work Release Classification
 C2 Minimum Security Classification
 C3 Medium Security Classification
 C4 Close Custody Classification
 C5 Maximum Security Classification (SHU)
 CBA Collective Bargaining Agreement
 CBI Cognitive Behavioral Intervention
 CC/CM Correctional Counselor/ Case Manager
 CCU Close Custody Unit (C4)
 CFW Correctional Facility for Women
 CJIS Criminal Justice Information System
 CO Correctional Officer
 CORIS Corrections Information System
 CPOE Computerized Physician Order Entry

CSSD Corrections Special School District
 CTEC Career and Technical Education Center
 DAS Department of Administrative Services
 DCC Division of Community Corrections
 DHHS Department of Health and Human Services
 DOC Department of Corrections
 DoIT Department of Information Technology
 DOJ Department of Justice
 EBP Evidence-Based Program
 EPICS Effective Practices in Community Supervision
 FCC Family Connections Center
 GED General Education Diploma
 GSHS Granite State High School
 HB House Bill
 HiSET High School Equivalency Test
 HR Human Resources
 ICAOS Interstate Commission for Adult Offender Supervision
 ICE Immigration and Customs Enforcement

IDEA Individuals with Disabilities Education Act
 IT Information Technology
 IWP Introduction to the Workforce Program
 JRI Justice Reinvestment Initiative
 LADC Licensed Alcohol and Drug Counselor
 LBA Legislative Budget Assistant
 MHM Mental Health Management, Inc.
 MHU Mental Health Unit
 NCF Northern NH Correctional Facility
 NGRI Not Guilty by Reason of Insanity
 NHCFW New Hampshire Correctional Facility for Women
 NHSP/M New Hampshire State Prison/Men
 NHSP/W New Hampshire State Prison/Women
 ORAS Ohio Risk Assessment System
 ORSI Offender Reentry Services Initiative
 PAR Pending Administrative Review
 PPD Policy and Procedures Directive
 PPO Probation and Parole Officer
 PREA Prison Rape Elimination Act
 PSTC Police Standards & Training Council

PTSD Post Traumatic Stress Disorder
 R&D Reception & Diagnostic
 RFP Request for Proposal
 RSA Revised Statutes Annotated
 RTU Residential Treatment Unit
 SART Sexual Assault Review Team
 SAVIN Statewide Automated Victim Information Notification
 SB Senate Bill
 SCAAP State Criminal Alien Assistance Program
 SERT Special Emergency Response Team
 SFY State Fiscal Year
 SHU Special Housing Unit, Maximum Security
 SOT Sex Offender Treatment
 SPU Secure Psychiatric Unit
 SVP Sexually Violent Predator
 TABE Test of Adult Basic Education
 THU Transitional Housing Unit (C1)
 TWC Transitional Work Center (C2)
 VOCA Victim of Crimes Act
 VOIP Voice Over Internet Protocol



NEW HAMPSHIRE
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CORRECTIONS