

New Hampshire Department of Corrections



2017 Annual Report

Integrity - Respect - Professionalism - Collaboration - Accountability

New Hampshire Department of Corrections

2017 Annual Report

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Assistant Commissioner



This Annual Report was produced by the Commissioner Office at the New Hampshire Department of Corrections, pursuant to RSA 21-H:8, for the State Fiscal year beginning July 1, 2016 and ending June 30, 2017. This report is also available at www.nh.gov/nhdoc.

NHDOC 2017 Annual Report

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Commissioner's Report

William L. Wrenn



Commissioner William Wrenn

SFY- 2017, the Department of Corrections continued to focus on addressing the long term challenges in recruitment and retention of employees. These issues directly effect staff morale and our budgeted overtime expenditures as we are required to fill necessary posts to maintain safe and secure facilities while still providing access to necessary treatment and programming for clients each day.

We did achieve adjustments in new hire standards by working with the New Hampshire Police Standards and Training Council to increase our pool of eligible candidates while still maintaining a safe physical work standard for certified employees. In addition, collaborating with the Division of Personnel, we lowered the age of hire from 20 to 19 for Corrections Officers. We believe these changes were positive steps to expand the labor pool from which to draw qualified candidates. We attended many job fairs, spoke to many college classes, and provided tours to criminal justice students in order to generate interest in a Corrections career. We increased our collaboration with colleges by increasing our capacity to provide internships and job shadowing.

Our ongoing efforts to curtail the introduction of contraband in our correctional facilities took big steps forward. We added two K-9 Teams in December 2016. In the last half of SFY 2017, the K9 teams showed great promise. They helped the Department recover drugs in prison mailrooms, visiting room locker areas, housing units, and at the homes of individuals on probation and parole. Some of the items recovered included Suboxone strips, Marijuana, Fentanyl, Heroin, drug paraphernalia, and weapons.

In 2016, the Legislature funded the installation of full body scanners in our facilities. This is new technology and in the first half of the fiscal year we heard multiple presentations and researched the use of these devices. This led us to request an amendment to the 2016 legislation, which was adopted in 2017. By the end of SFY 2017, we published a Request for Proposal for the equipment and we hope a contract can be awarded in SFY 2018.

In 2016, we learned that all of the NHDOC correctional facilities were in compliance with the US Prison Rape Elimination Act (PREA). This followed three years of audits conducted at each facility. This is quite an accomplishment because many facilities across the country are still struggling to pass for the first time. Our staff is maintaining the PREA standards and continuing to strive for excellence in the workplace.

In closing, this is my last Annual Report for the Department of Corrections. I will be retiring as Commissioner in SFY 2018. During the past twelve years, it has truly been an honor to lead this fine Agency. While the work can be demanding and very often challenging, I have also found it to be extremely rewarding. These demands and challenges in managing today's correctional environments require us to be creative, innovative and proactive with viable solutions to very complex issues. The leadership staff and our employees at every level of the Department are comprised of some of the best and brightest individuals I have ever had the pleasure of working with in my life. With their support and hard work, I believe we have continued to successfully meet those challenges and the Department has grown with many positive changes during my tenure. I believe that our work record reflects that we have raised the bar by always demanding that we strive for excellence. It is now time for me to pass on the baton to the next person to continue building upon all that we have accomplished.

Prison Facilities

New Hampshire State Prison for Men (NHSPM)

Mike Zenk, Warden

The New Hampshire State Prison for Men (NHSPM) provides housing for three custody classification levels of males ranging from C3 (general population) to C5 (maximum security). Additionally, all male individuals newly committed to the NHDOC system are received and processed through the Reception and Diagnostic (R&D) Unit before being placed in an appropriate housing unit.

The prison compound is located on North State Street and includes three separate C3, general population housing units: the Parker Hancock Unit, Medium Custody North Unit, and the Medium Custody South Unit. Approximately 1,075 persons are housed in these units.

The R&D Unit has a maximum capacity of 120. Included in this population are newly sentenced individuals, parole violators, and short term housing for those in protective custody review status. Newly sentenced individuals in the R&D Unit are required to undergo several types of assessment interviews and tests before being classified and assigned to an appropriate housing unit. Included in the assessment phase are an intake physical, behavioral health evaluation, unit manager orientation, dental screening, investigations intake, pre-release planning, and educational testing. The R&D Unit also serves as the receiving and discharge location of the facility for a variety of movements, including releases, new commitments, transfers to other NHDOC facilities, temporary movement to and from outside medical appointments, and escorted transports to and from court appearances. There are two dormitories (A and B Dorms) housing C2 (minimum security) residents who are awaiting movement to the Transitional Work Center (TWC) outside of the main institution. A third dormitory, C-Dorm is available if additional bed space is needed for population management purposes or emergency situations.

NHSPM includes two separate housing units for higher custody level individuals in our care and custody, the Close Custody Unit (CCU) houses up to 120 C4 individuals, while the Special Housing Unit (SHU) houses between 95-110 individuals including 50-65 C5 individuals. The balance of those housed in the SHU include: persons serving punitive segregation imposed as a sanction for a disciplinary infraction; those who are Pending Administrative Review (PAR); and C4 individuals who are in protective custody review status.

In addition to the referenced housing units, the facility has a central kitchen and two main dining rooms, a laundry, an Education Program area which includes a law and leisure library and nine education classrooms, a Chapel/Religious Service area, a Mental Health Program area comprised of group treatment rooms and staff offices, a Health Services Center which provides both in and out-patient services, a dental treatment area, a Family Connections Center (FCC) Program area, the Canteen, a gymnasium and an attached hobby craft area, an outdoor recreational yard, as well as a Correctional Industries Program area comprised of multiple trade shops and a Vocational and Education Training Program area located in the North Yard area of the facility. Additional administrative support areas include a maintenance department with multiple shops and an outside warehouse.



Prison Facilities

New Hampshire State Prison for Men (NHSPM) - Continued

Mike Zenk, Warden

On June 30, 2017, the facility's resident population was 1,411 which is a decline of 5 residents from June 30, 2016 (SFY 2016). During the past year, the facility has continued to operate under budgetary restrictions, which has limited the number of funded security positions. Additionally, the facility has experienced difficulty in attracting enough qualified applicants to fill its vacant positions. Both factors have contributed to a significant amount of overtime being utilized to maintain proper staffing levels for offender supervision.

Noteworthy accomplishments and events during the past year included a successful Correctional Worker Appreciation Week in May, which included several staff members being recipients of performance awards by the NHDOC; the completion of multiple maintenance improvement projects, including steam line repairs, roof installation on the auto maintenance building, and remodeling of the resident bathrooms in Hancock Unit; and providing Correctional Officer assistance for several months to the NH Correctional Facility for Women construction site.



Warden Zenk pinning an officer
with their Sgt. Rank Insignia during a promotion event

Prison Facilities

New Hampshire Correctional Facility for Women (NHCFW)

Joanne Fortier, Warden

The New Hampshire Correctional Facility for Women (NHCFW) houses state sentenced minimum to maximum security individuals. As of June 30, 2017 there were 137 state sentenced females housed at the NHCFW and an additional 25 women at the Strafford County House of Corrections via a contract with the New Hampshire Department of Corrections. There were 2 maximum security, 13 close custody, 116 medium custody, 24 minimum custody and 7 in community custody status. The average daily population of the NHCFW in SFY 2017 was 135, up slightly from the average daily population in SFY 2016 of 134. The average daily population of state sentenced women housed at the Strafford County House of Corrections in SFY 2017 was 19, compared to a daily average of 29 in SFY 2016. The overall average daily population for all state sentenced women including the NHCFW, Strafford County Department of Corrections, Shea Farm Transitional Housing Unit, out of state placements and Administrative Home Confinement was 223 down from 225 in SFY 2016.

Numerous treatment and program offerings are available to the women. The Wellness Block focuses on delivering enhanced mental health treatment to the 24 women who voluntarily reside on the unit. In the Wellness Block women participate in a minimum of two mental health groups and a weekly problem solving group as well as community committees. They have access to all programs and services delivered to the entire population as well.

Throughout the facility behavioral health staff provides a variety of trauma informed treatment groups including Seeking Safety, Dialectical Behavioral Therapy, Grief and Loss and many more. Additionally, the Licensed Alcohol and Drug Counselor (LADC) provides a long term daily Substance Abuse Treatment group, Relapse Prevention and individual counseling.

Education professionals provide High School credit bearing courses as part of the Granite State High School and Thinking for Change, a group that addresses criminal thought processes, is taught by the Case Managers.

The Family Connections Center (FCC) provides parenting classes, a parenting support group and enhanced family support through video visits, FCC summer camp and life skills. The Industries Program is now offering a Braille Transcription course, teaching valuable income producing skills to the women.

Prison Facilities

New Hampshire Correctional Facility for Women (NHCFW) - Continued

Joanne Fortier, Warden

The NHCFW continues to provide additional opportunities for growth through the feedback from the Inmate Communications Committee, staff providing quarterly Wellness Week offerings including nutrition, preventing diabetes, meditation and yoga, and diversity of other gender-responsive offerings. Volunteers provide many valuable opportunities for women to participate in religious services and recreational activities.

Throughout its history, the NHDOC has faced many legal challenges regarding the conditions of confinement and program and treatment opportunities for women comparable to those available to the men confined in Department facilities. In the 1987 lawsuit, *Fiandaca V. Cunningham*, the U.S. District Court found that the state had violated the plaintiff's right to equal protection of the law and ordered the construction of a permanent in-state facility for women.

New Hampshire Legal Assistance currently represents the women in *Woods et.al. V. Wrenn*. In 2016, Governor Hassan and the NH State Legislature provided funding for the construction of a new facility for Women. The new facility is on schedule to be completed in the fall of 2017. Effective July 2017, the Legislature provided funding for additional positions to operate the new NH Correctional Facility for Women and the hiring process will begin in SFY 2018. Once the transition to the new facility is complete, the NHDOC will have the space and resources needed to provide treatment and programs comparable to those offered to incarcerated men and comply with the intent of *Fiandaca V. Cunningham*.



Staff member educating during Wellness week regarding nutrition.

Prison Facilities

Northern New Hampshire Correctional Facility (NNHCF)

Michelle Edmark, Warden

The Northern New Hampshire Correctional Facility (NNHCF) is comprised of twelve housing units to include a minimum security dorm, eight general population units, a close custody unit, the Health Services Infirmary, and Reception Unit. Two of the general population units are residential programs units, Up to 68 individuals can live in each housing unit. The Wellness Unit is a mental health treatment unit, and the Focus Unit is a substance abuse treatment unit run by the Division of Medical and Forensics Services and supported by staff from other divisions.

As of June 30, 2017, 640 individuals were housed at NNHCF under the care and custody of the Department of Corrections: 38 close custody individuals (C4), 547 medium security individuals (C3), 11 health services patients, 33 minimum security individuals (C2), and 8 individuals housed in temporary housing in the Reception Unit, with 3 individuals out of population. The facility count indicated a decrease of 20 from June 30, 2016.

The collaborative work of the security, case management, and treatment staff, in conjunction with policy changes and efforts of the Investigations Bureau, resulted in a decreased presence of positive urinalysis results, of samples collected for individuals housed at NNHCF. As of July 2016, the facility positive urinalysis rate was a monthly average of 36% which steadily decreased over the fiscal year to a rate of 7.5% percent as of June 30, 2017.

In SFY 2017, NNHCF continued to work to overcome staffing challenges, and the impact of forced overtime on the staff and the facility operation. Staff members have engaged in alternative scheduling trials, consisting of a hybrid model of traditional eight hour shifts, as well as offering a voluntary twelve hour schedule, in an attempt to find creative ways to reduce forced overtime, and give staff more opportunity to balance their personal and professional lives.

NNHCF staff worked collectively as a team to interrupt and detect over 3,000 disciplinary infractions committed by incarcerated individuals housed at NNHCF this past fiscal year. Correctional staff members have worked tirelessly to preserve the integrity of the institution and maintain public safety. Over the past year, security staff members have recovered 10 weapons, 7 of which were able to be prosecuted through the administrative disciplinary process, with 2 being prosecuted criminally by the NNHCF Investigations Bureau. Staff have also documented 59 instances of possession of a controlled substance amongst the population. The Investigations Bureau based at NNHCF is credited with seventeen criminal convictions for delivery of articles and possession of a controlled substance this past fiscal year. The NNHCF staff have detected and prevented over \$100,000 of controlled substances from entering the facility, through an incredible combined effort.



Prison Facilities

Northern New Hampshire Correctional Facility (NNHCF) - Continued

Michelle Edmark, Warden

The efforts of staff to deter the violations of institutional rules, from minor rules to more serious violations is a fundamental role of corrections professionals that aids in the overall rehabilitation of incarcerated individuals. NNHCF staff also safely resolved a peaceful protest early in 2017, during which a portion of the population participated in response to the efforts of departmental administration to limit the introduction of illicit substances into departmental facilities. The work of staff in the day to day operations of our facility has been critical to our facility maintaining safe operation and allowing all staff to work towards completing departmental objectives.

The NNHCF underwent the Prison Rape Elimination Act Federal Audit in June 2017. The facility successfully met all of the required standards and received scores that met and exceeded expectations.

The NNHCF Transport Team transported a total of 1,417 individuals: 468 for medical appointments, 212 for court hearings throughout the state; and 737 security related transfers. This is an increase of ten transports over SFY 2016.

NNHCF remains to be a committed community partner, assigning supervised work crews to community projects as time and staffing permit. The facility work crews maintained facility grounds, the Androscoggin Valley Law Enforcement shooting range, and washed, waxed, and detailed NNHCF fleet vehicles, as well as vehicles from Gorham Fire Department, Coos Sheriff's Department, and Fish and Game. Work crews also participated in "Adopt-a-highway" program by picking up trash along the East Milan Road.



Warden Edmark with the House Criminal Justice Committee
who toured NNHCF

Division of Community Corrections

Kimberly MacKay, Director

The mission of the Community Corrections/Programs is to provide education, training, skills, recreation, and personal development opportunities which encourage positive work habits, promote pro-social behaviors and prepare offenders for re-entry to the community. Our team consists of many areas such as case management, education/CTEC, chapel services, Family Connections Center, volunteer/intern coordination, transitional work center, and the three transitional housing units- Calumet, Shea Farm and North End House.

Case Management

We have 28 re-entry case managers who focus on assisting our clients in the development of successful re-entry plans. All of our clients receive a programs assessment when they arrive which examines five domains. Those five domains are: criminal history, school behavior and employment, family and social support, substance abuse and mental health and criminal lifestyle. Using the information from this assessment, an individualized program plan is created with each of them as a guide while incarcerated. Our goal is to provide programs for our clients that will give them the skills needed upon release to maximize their successful return to the community. In addition, the re-entry case managers work with the clients to set up services and programs for when they return to the community. Case managers assist with community applications for housing, health insurance, social security benefit programs, substance use treatment and other programs that will support their re-entry. We also continue to extend case management services at the two largest district offices: Manchester and Nashua.

Education

The Corrections Special School District (CSSD) has continued offering a diverse composite of educational services in accordance with RSA 194:60 and the Interagency Agreement between the New Hampshire Department of Corrections (NHDOC) and the New Hampshire Department of Education (NHDOE). The services range from initial intake assessments and guidance activities, to educational classes, labs and post-secondary college course work. The CSSD is comprised of both the Granite State High School (GSHS), which provides traditional educational services, and the Career and Technical Education Center (CTEC), providing career focused, competency based instruction related to specific occupational interests.

Granite State High School's priority has been to meet the needs of all students; to include the special education and learning disabled, in accordance with Federal mandated National Standards, the New Hampshire State Department of Education Standards, the Individuals with Disabilities Education Act (IDEA), and the Americans with Disabilities Act (ADA). All interested students have access to a free and appropriate public education. Additionally, students with low levels of education and minimal work histories attend Granite State High School remedial classes to enhance their skills in order to advance and participate in the full program of available High School level credit bearing courses.



Division of Community Corrections - Continued

Kimberly MacKay, Director

When considering educational services, the following statistics of the NHDOC population are taken into consideration:

- Approximately 79% of the North Country Facility clients, 73% of the women clients at the Goffstown facility, and 81% of the clients at the Concord Men's facility are entering without either a GED or HiSET (High School equivalency exam).
- Approximately 84% of the North Country Facility clients, 81% of the women at the Goffstown facility, and 77% of the clients at the Concord Men's facility enter without a high school diploma.
- The combined scores of the Tests of Adult Basic Education (TABE) continue to indicate that on average, students who have enrolled in classes and taken the Test of Adult Basic Education (TABE) function academically at the 8th grade level (reading ability is at the 9th grade level, math- 8th grade and language skills -8th grade.)

In SFY 2017, individual guidance counseling has continued to help men and women select education and career goals from the school district's offerings, as well as help them to achieve those goals. Granite State High School provided 821 intake assessments and 314 Tests of Adult Basic Education (TABE). Also, 86 students participated in HiSET (High School Equivalency Exam. Of those, 12 passed the entire battery of 5 tests to complete HiSET for Earned Time consideration. Twenty-two (22) students were awarded their high school diplomas (HSD).

SFY 2017	NHSPM	NHCFW	NNHCF	Total
Intakes	556	77	188	821
TABE Testing	189	38	87	314
HiSET completers	3	2	7	12
HSD	20	1	1	22

The Department of Corrections funded an additional part-time teacher, as well as enhanced the program with additional instructional materials. The teacher provided educational services at Shea Farm, North End House, Calumet and the Transitional Work Center. The part-time teacher provided preparation for the high school equivalency test known as HiSET .

The CSSD continued to facilitate formal studies at the post-secondary level via New England College at NHSP/M. Post-secondary educational opportunities are offered at all facilities on a year-round basis. Costs are assumed by students or through grants.

Division of Community Corrections - Continued

Kimberly MacKay, Director

The Career and Technical Education Center continued to offer eight career and technical education training programs. These programs provided opportunities to develop foundational skills and core competencies in relevant occupational areas in preparation for successful reentry into society. Students with limited work histories also enrolled in a technology education classes through the Introduction to the Workforce Program at the New Hampshire State Prison for Men and the New Hampshire Correctional Facility for Women. All interested students meet with the Career and Technical Education Center counselor who guides them through the identification of their occupational interests, assesses their readiness and facilitates their program enrollment.

Student enrollment on a daily basis continued to average between 325-375 students throughout each of the four quarters in SFY 2017. From July 1, 2016, through June 30, 2017, 615 certificates of completion were issued to students enrolled in the various programs.

CTEC Program SFY2017	NHSPM	NHCFW
Automotive Mechanics Program	11	N/A
Building Trades Program	46	N/A
Business Education Program	156	60
Computer Education Program	147	23
Culinary Arts Program	84	N/A
Intro. to the Workforce Program	82	6
Power Mechanics Program	N/A	N/A
Total Certificates	526	89

Chapel Services

We have a chaplain at each facility: Northern Correctional Facility, New Hampshire Prison for Men and New Hampshire Correctional Facility for Women. The Chaplains provide pastoral care and religious services for the spiritual guidance of persons committed to Department of Corrections. They coordinate religious services to provide individuals opportunity to express personal faith and participate in meaningful worship. We have many community volunteers who provide a vast array of religious services to the individuals in our care and custody and the Chaplains supervise religious volunteers to ensure institutional security, monitor religious opportunities for individuals and enhance volunteer safety.

Division of Community Corrections - Continued

Kimberly MacKay, Director

Family Connections Center

The Family Connections Center (FCC) continues to partner with community agencies to apply for grants, receive donations and create additional resources for the FCCs located at all three prisons and the minimum security units. The FCC was the recipient of services provided by funds from the following grants and donations awarded to our partner agencies in SFY 2017:

In July 2016, CFS received \$9,000 from NH DCYF to provide parenting support staff services at the NH State Prison for Women in Goffstown. In January 2017, CFS received \$5,000 from the Bea and Woolsey Conover Fund of the NH Charitable Foundation to pay for staff and resources to support the internet video visits and the recording books on CD program at the men's prisons. In December 2016, Collective Coaches International received \$5,000 from the Charter Charitable Trust, a private family fund, to support internet video visits, recording books on CD's and parenting education classes. In December 2016, the Linden Foundation again awarded UNH Family Studies Department \$25,000 to pay for three part-time FCC staff to facilitate internet video visits between children and their parents who are incarcerated in the NH Department of Corrections.

Circle of Home and Family, a non-profit group, donated \$804 worth of new books, recordable CD's, envelopes and postage for incarcerated parents to record and send home to their children.

The Children's Literacy Foundation, a non-profit literacy organization, donated \$38,925 worth of books, postage and staff time to facilitate literacy seminars at the Northern NH Correctional Facility and NH State Prison for Men in Concord.

The NH Humanities Council donated books and staff time to run a book discussion group on various children's books. Postage was also donated so the books could then be sent home to the inmate's children. The total donation was \$588 to the Family Connections Center in Concord and Berlin.

Collective Coaches International, a non-profit organization who volunteers at the Concord Family Connections Center, donated \$60 worth of books for the Building Bridges program.

Volunteer/Intern Services

The NH Department of Corrections encourages positive community involvement with our offender population and currently has approximately 580 community volunteers. Volunteers are a critical component in the Department's efforts to maintain institutional safety and security by providing services to the offender while they are incarcerated. Some services volunteers provide include but are not limited to, faith-based support, educational programs, administrative support and/or mental health service programs. We offer 14 volunteer trainings yearly which helps prepare volunteers for the uniqueness of volunteering in a correctional setting.

Division of Community Corrections - Continued

Kimberly MacKay, Director

Transitional Work Center (TWC) and Transitional Housing Units (THU)

These facilities help forge better relationships between DOC, the courts, and the community. The Division of Community Corrections is the final stage of a person's incarceration as they prepare to transition back into the community.

Transitional Facility Population As of June 30, 2017	
Transitional Work Center (C2)	154
Calumet THU (C1)	69
North End House THU (C1)	45
Shea Farm THU (C1 & C2)	49
Total:	317

The security staff continue to meet the needs of our clients while we experience staff shortages. Their dedication to the Department of Corrections is remarkable. Our mission is to ensure everyone's safety and security within all Community Corrections facilities while meeting our divisional mission.

Our clients participate in the Transitional Work Center program to reintroduce them into the community through supervised work opportunities. The clients who reside at the TWC are also offered reentry case management, educational preparation for HiSet testing, FCC support group, behavioral health treatment and medical care. Once the clients enter the last phase of their incarceration period, they transfer to the Transitional Housing Unit to participate in the work release program. The program assists the clients with job searching opportunities, employment support and programs to help them smoothly reintegrate into the community.

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 people 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.



Supervision Cases – June 30, 2017	
Probation	3,823
Parole	2,383
Non-New Hampshire Supervised	645
Administrative Home Confinement	33
Collection Only	11,132
TOTAL	18,575
The first 4 categories shown are considered active supervision cases	

On June 30, 2017, there were 6,884 active supervision cases being serviced by the Division. 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 2017, a total of \$25,990 was collected pursuant to this statute. The Department continued participation in the FBI Safe Streets Gang Task Force and in the United States Department of Justice Asset Forfeiture Program. The Division continues to participate in several alternative sentencing programs including the Drug Court and New Hope probation strategy. A total of \$2,621,335.53 in fines, fees, and restitution was collected in SFY 2017. A total of \$2,621,439.95 was disbursed.

Field Services Receipts and Disbursements – SFY 2017	
Total Receipts	\$2,621,335.53
Disbursements Paid for Individual Restitution	\$1,731,819.44
Courts Fines	\$242,431.89
PSTC Training	\$20,238.84
DOC Field Services Collection Functions	\$231,838.58
DOC Field Services ICAOS Dues and Costs	\$25,990
Justice Victim Assistance	\$30,587.84
General Fund Annulments	\$133,005
General Fund Collection Fees	\$23,578.46
General Fund Supervision	\$329,920.17
Misc. Expenses	(\$147,970.27)*
Total Disbursements	\$2,621,439.95
*voided checks, bank fees, etc.	

Division of Administration

Robin Maddaus, Director

The Division of Administration is “responsible to provide for: (1) Accounting, purchasing, and budget control, (2) Property, contracts, and grant management, (3) Assistance to the commissioner with short and long range department-wide planning activities.” (RSA 21-H:4). The Division oversees Financial Services, Contracts and Grants Administration, and Logistical Services and Correctional Industries.

Financial Services staff is responsible for accounts receivable, accounts payable, purchasing, budgeting, and financial analysis for the Department as well as maintaining the banking system for those in our custody and care. The Contracts and Grants staff is responsible for the request for proposal (RFP) process and management of contracts and grants administered by the Department. Logistical Services staff is embedded in the three prison facilities and is responsible for all maintenance, food service, laundry, and warehouse functions of the prisons, the transitional work center and three transitional housing units.

In SFY 2017 the Division was involved with planning for the staffing and operational expenses of the nearly completed New Hampshire Correctional Facility for Women in Concord. SFY 2018 will be a transitional year for the Department as well as the female residents, as the new women’s facility is finished and we move from the Goffstown facility to the larger Concord facility. In SFY 2019 staffing is funded to provide additional educational and programmatic opportunities for the female population. The budget is lean, but the Department will continue to uphold its mission as it faces the budgetary challenges ahead.

The SFY 2018-2019 Capital budget appropriation will keep necessary projects within our aging Concord men’s facility moving at a steady pace. As our Logistical Services Administrator finishes the management of the construction of the new women’s facility in Concord for the Department, he and his staff will immediately transition to management of the seven approved capital projects, all while performing the day-to-day responsibilities of their positions.

A challenge still facing the Department during the 2017 fiscal year was managing overtime due to vacant direct care positions. This challenge continued to test the financial and operational limits of the Department. When the state fiscal year came to a close, the Department successfully met this challenge due to a collaborative and cooperative effort in managing this budget.

Financial Services staff assimilated an increase in procurement card processing, transitioning back to processing invoices in NHFirst and an electronic filing system into their busy day. With these changes they still continued to execute their duties in an efficient and professional manner.

The Contracts and Grants staff coordinates and communicates with departmental staff, other state agencies, as well as outside vendors. The Contract Administrator guides them all through the state contracting process, from the initial RFP through the final awarding of Department contracts. The Grant Program Coordinator takes the staff down a slightly different path to successfully complete, approve and then manage the grants applied for and received. It takes special knowledge and skills to accomplish both these processes and the team should be proud of the work they do.

Logistical Services maintenance staff continued to keep the facilities mechanically operational as they faced the daily challenges of maintaining the infrastructure of our aging facilities. Concord maintenance staff encountered the daily challenges of maintaining the structures at the NH State Prison for Men, the transitional work center and the transitional housing units. They, as well as the Northern New Hampshire Correctional Facility in Berlin and the New Hampshire Correctional Facility for Women in Goffstown maintenance staff,

kept the facilities safe and operational.

The food services staff at the three prisons provided an average of 7,700 meals a day. Laundry staff successfully managed to get the job done while dealing with equipment failures. The warehouse staff coordinated the delivery, storage and disbursement of goods. All these staff members have the additional responsibilities of training, supervising and setting the example for the residents that work under their direction. SFY 2017 saw many, if not all, of the Logistical Services staff reach out to help each other, even in areas outside their daily responsibilities, due to intermittent job vacancies and the need for coverage during emergency repairs. We could not get the job done without the teamwork within the Logistical Services Bureau.

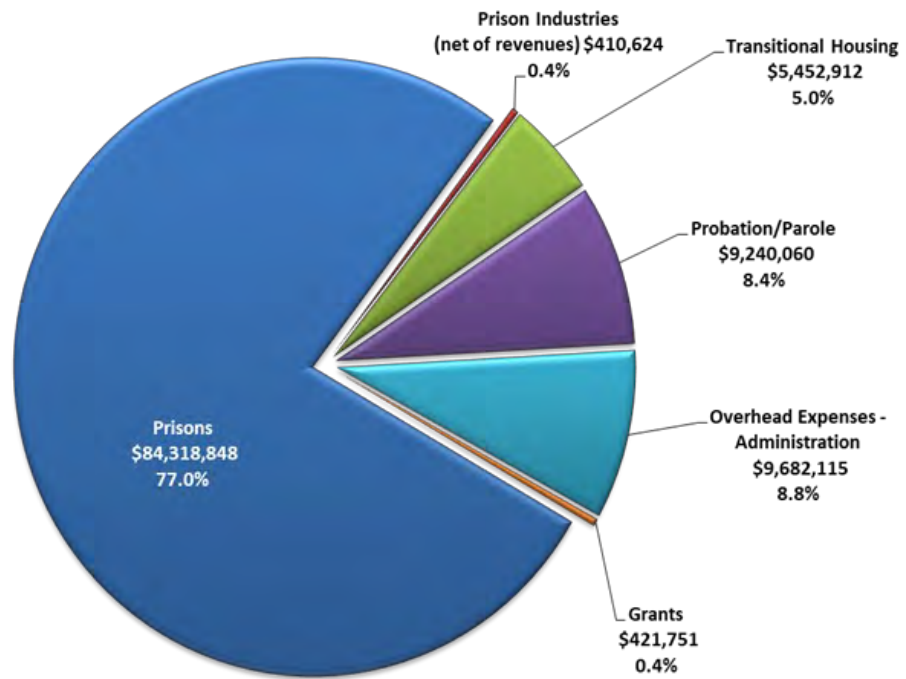
Grants SFY 2017

- The Department received an Adult Basic Education sub-grant from the NH Department of Education in the amount of \$46,834 for the 2017 fiscal year for a part-time HiSET/Regular Education teacher and teaching materials.
- The Department received a total of \$170,000 in Victims of Crime Act sub-grants from the NH Department of Justice to provide assistance to crime victims and their families.
- The Department receives a State Criminal Alien Assistance Program (SCAAP) Award annually 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 was \$90,738.
- The FBI awarded the Department a Safe Streets Task Force grant of \$35,506, with a project period of October 1, 2016 through September 30, 2017. This grant provides funding for overtime for the Department's Probation/Parole officers and is a multi-agency effort between the FBI, the Manchester Police Department, the NH State Police and the Department.
- In SFY 2015 the Department received a Swift and Certain Sanctions/Replicating HOPE Project sub-grant award from the NH Department of Justice in the amount of \$56,676, with a project end date of September 30, 2016. In SFY 2017 these funds continued to be utilized to improve supervision strategies of offenders in the community, collaboration among agencies, and improving offender outcomes.

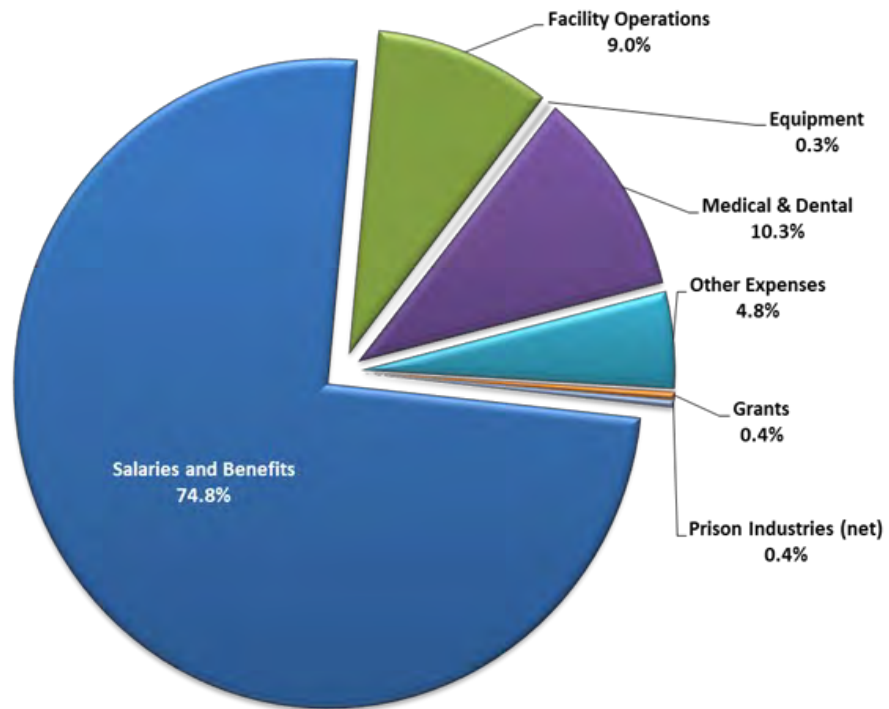
In addition, the Department received three new sub-grants in SFY 2016 that carried over to SFY 2017. The first award received was from the NH Department of Health and Human Services, Division of Community Based Care Services, Bureau of Drug and Alcohol Services, Governor Commission Funds in the amount of \$50,000 for the "Seeking Safety Program." This funding is to provide training to a variety of the Department's professionals in the area of treatment modalities for post-traumatic stress disorder (PTSD) and substance abuse. The Department received the second award, in the amount of \$40,513, from the NH Department of Education for the Title, I, Part – D grant. This grant provides supplementary services for education continuity to our population ages 18 through 21 and will provide entry level academic skills and remedial teaching resources needed for an adult learner to participate in educational re-entry. In an effort to reduce the hypertension rate of residents within the Department, a third sub-grant was received in SFY 2016 from the NH Department of Health and Human Services, Division of Public Health. This is a two year sub-grant in the amount of \$22,000 each fiscal year to implement a hypertension control project.

As part of the effort to combat the rising introduction of drug contraband within the facilities, in SFY 2017 the Department was awarded a sub-grant from the NH Department of Justice in the amount of \$74,440 which was utilized to establish a canine unit. The sub-grant funding permitted the purchase of two canines, which were trained and certified by the NH State Police Canine Unit, two vehicles equipped for the safe transportation of the canines, kennels, and veterinarian fees.

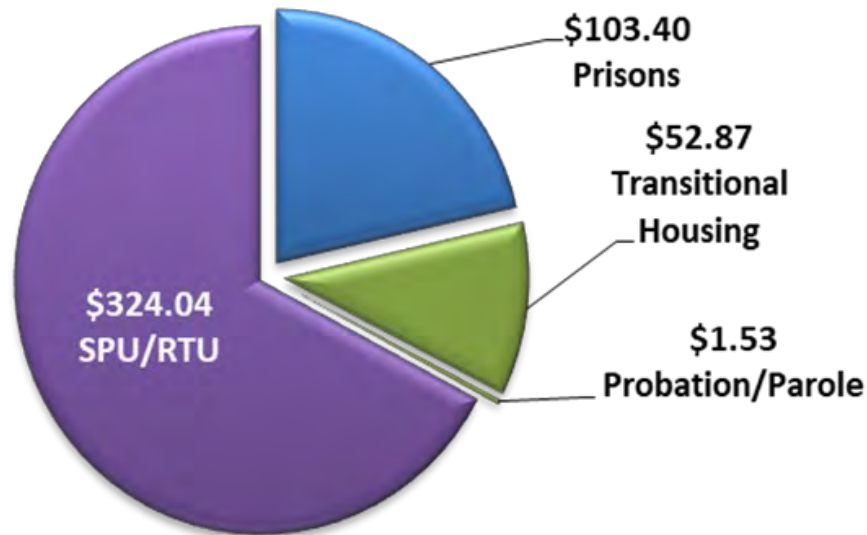
SFY 2017 Major Expenses by Area



SFY 2017 Major Expense Classes



Expense Category	Prisons	Transitional Housing	Probation/Parole	SPU/RTU
Total Expenses	\$84,223,067	\$5,981,694	\$10,136,090	\$8,722,812
divided by: Ave Number of Offenders	2,232	310	18,201	74
equals: Ave Annual Cost per Offender	\$37,740	\$19,296	\$557	\$118,275
divided by 365 equals: Ave Daily Cost	\$103.40	\$52.87	\$1.53	\$324.04



Correctional Industries

NH Correctional Industries (NHCI) operates nine service and manufacturing shops and a retail outlet, employing 19 full-time staff, 3 part-time staff and approximately 240 residents across all facilities. These shops produce goods and provide services to state agencies, municipalities, non-profit organizations and individuals throughout New Hampshire. NHCI shops at the NH State Prison for Men include: license plates, signs and engraving, printing services, woodworking and upholstery services. In Berlin, the Northern NH Correctional Facility offers woodworking, upholstery services and furniture refinishing. A forestry and wood production program provides skills to minimum security residents. Residents at the NH Correctional Facility for Women can work in dye sublimation, painting and braille transcription.

SFY 2017 was an exciting one for Correctional Industries. The retail store has been a great success in its first year of operation. We had a tremendous holiday season including our first annual Black Friday sale. The showroom has proven to be a great way to introduce Correctional Industries and its products to the public. Birdhouses made at the NH Correctional Facility for Women were featured in a local Hallmark store's flyer and on its website. In February, with the help of the NH Department of Education and the NH Association for the Blind the first braille transcription class began at the NH Correctional Facility for Women. The first class began with 16 students. Students are expected to begin final testing for their certifications in braille transcription sometime in the fall. Once certified, NHCI will begin providing braille services to the Department of Education and other public and private organizations.

NHCI's partnership with the Department of Resources and Economic Development to split and kiln dry firewood completed its first full year in SFY 2017. Approximately 20 minimum security residents are employed by this program and close to \$120,000 in revenues have been generated. By the end of the 2017 camping season we will have distributed over 30,000 bundles of firewood for use in New Hampshire's state parks.

At the end of the fiscal year we were notified by the University of New Hampshire that our contract to provide them with upholstery and refinishing services would be renewed for an additional two years. Our partnership with the university system has been beneficial for both sides. NHCI is able to train individuals in our custody in upholstery and refinishing while raising revenue and the university system is able to recycle its furniture extending the life and reducing costs.

Perhaps the most exciting change in fiscal year 2017 has been the implementation of US Department of Labor (USDOL) apprenticeships. Working in conjunction with the USDOL, NHCI was able to roll out the first of many certified apprenticeship programs. The upholstery shops in both Concord and Berlin worked hard to bring this program to fruition. We now have six registered apprentices in that program scheduled to graduate in the fall. We will be able to increase our enrollment as more apprentices become masters of their trade. This step forward represents the first nationally recognized certificate program in NHCI and it will provide graduates leaving the Department with an advantage in finding and keeping a job upon release. We are excited to grow this program to other shops and occupations in the coming months and years.

Looking forward to 2018, NHCI has several projects in the works. As our braille class graduates we will be gearing up for production at the new women's facility. Correctional Industries will also be assuming operations of the canteen, relocating to the new NH Correctional Facility for Women and developing a training program in warehouse operations and materials handling. Across all facilities we will be looking to expand our new apprenticeship program with new occupations and offerings.



NH DOC POPULATION DATA

Data represents a snapshot of information on June 30, 2017

Population by Age – June 30, 2017	Number	Percentage
17-21	65	2%
22-25	239	9%
26-30	488	18%
31-40	802	30%
41-50	529	19%
51-60	385	14%
Over 61	207	8%
Total	2,715	100%

Population by Race – June 30, 2017	Number	Percentage
White	2,324	86%
Black	191	7%
Native American	8	0.3%
Asian	12	0.4%
Other/Unreported	180	7%
Total	2,715	100%

Population by Crime Type – June 30, 2017	Number	Percentage
Crimes Against Persons	1,484	54%
Crimes Against Property	594	22%
Drugs/Alcohol	442	16%
Crimes of Public Order*	197	7%
Other Jurisdictions**	21	1%
Total	2,738	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

Population by Minimum Sentence – June 30, 2017	Number	Percentage
Less than 1 year	66	2%
Between 1 and 3 years	1,377	51%
Between 4 and 5 years	303	11%
Between 6 and 10 years	626	23%
Between 11 and 20 years	99	4%
21 Years and more	214	8%
Unknown*	30	1%
Total	2,715	100%

NH DOC POPULATION DATA

Data represents a snapshot of information on June 30, 2017

Population by Maximum Sentence – June 30, 2017	Number	Percentage
Less than 1 year	23	1%
Between 1 and 3 years	263	10%
Between 4 and 5 years	532	20%
Between 6 and 10 years	784	29%
Between 11 and 20 years	662	24%
21 Years and more	421	16%
Unknown*	30	1%
Total	2,715	100%

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

Admissions – SFY 2017	Males	Females	Total	Percentage
New Admission	433	63	496	36%
Parole Violator	515	88	603	44%
Probation Violator	130	46	176	13%
AHC Returns	7	4	11	1%
Other Jurisdictions	56	36	92	7%
Total	1,141	237	1,378	100%

Releases – SFY 2017	Males	Females	Total	Percentage
Maxed Out	76	6	82	6%
Paroled	951	146	1097	78%
Released to Probation	65	11	76	5%
Released to AHC	35	16	51	4%
To Other Jurisdiction	48	53	101	7%
Total	1,175	232	1,407	100%

Division of Medical and Forensic Services

Paula Mattis, Director

The Division of Medical and Forensic Services is the treatment entity of the Department. Employees within this division are integral to providing constitutionally appropriate health and behavioral health care to approximately 2,500 people in our care custody. In collaboration with community physicians, hospitals, contracted entities as well as community and state agencies, the Division strives to continue to meet both minor and serious health care needs by managing a delivery system that focuses on services that are appropriate and cost effective. The services provided to those in the care of this Division are described in the following sections.

Here are some highlights from Fiscal Year 2017:

- Our electronic health record was implemented in November 2016.
- The department continued to maximize the use of expanded Medicaid to defer expenditures from the state's general fund to Medicaid for eligible hospital stays. For inpatient hospital stays, the Department deferred \$2,166,546.00.
- We redesigned our process for management of external medical consults in two significant ways: by training staff nurses in the practice of utilization management and through collaboration with security by redesigning transportation services with regard to external consults.
- We implemented a weight loss program and added health education groups throughout our facilities.
- Pharmacy and medication administration processes were redesigned to be more efficient and enhance patient safety: we instituted an automatic refill pilot eliminating the need for those in our care and custody to submit forms for keep-on-person medications and we moved to a medication administration schedule of two times a day versus four times a day.
- Staff of the Division participated in numerous work groups and activities related to practice and education. These include, but are not limited to, participation on the Suicide Prevention Council, The Opioid Task Force, the State Board of Medicine, the Health Care Task Force and the New Hampshire Commission on Deafness and Hearing Loss.
- Two of our employees were recognized for their excellence in healthcare. Chelsea Cahill, R.N. was recognized at the New Hampshire Annual Immunization Conference for Excellence in Adult Immunization Initiatives. Dr. Jeffrey Fetter was presented with the Friend of Public Health Award from the New Hampshire Public Health Association.

Despite significant recruitment challenges, the Division has continued to provide a high level of service provision both in quantity and quality.

Behavioral Health Services

The Division of Medical and Forensic Services is committed to serving those in our care with a wide range of services designed to enhance wellness, learn new skills and implement behavioral change. The services offered include psychiatric treatment, sexual offender treatment and treatment for addiction. Services are individualized and driven by a treatment plan. Emergency services are available and delivered via a crisis intervention model resulting in a short-term crisis management plan.

The Division has implemented a community behavioral health model adapted to a correctional system to assist offenders in management of behavioral health issues. The range of services offered addresses both acute and chronic needs while reflecting care models found in community behavioral health systems. Acute needs are managed on both an inpatient and outpatient basis. Exacerbation of a chronic behavioral health issue or onset of suicidal feelings can be managed by emergency assessment visits from our clinicians or with an inpatient admission to the Secure Psychiatric Unit (SPU). Ongoing needs are addressed through medication management, individual therapy, group therapy, and skills building activities. Another level of care in the NHDOC system allows for admission to one of our three residential units: The Residential Treatment Unit for men located in Concord; the Wellness Block for men located in Berlin; and the Wellness Block for women

located in Goffstown. Specialized treatment services include sexual offender treatment and addiction services. Sexual offender treatment utilizes a risk-need-responsivity model. Addiction services are designed to serve people at the point of detox through relapse prevention. Every individual admitted to a NHDOC facility is seen by a behavioral health clinician. If services are needed, they are offered appropriate services. If services are not needed they are educated on how to access services if needed in the future.

Secure Psychiatric Unit (SPU)

The SPU serves multiple populations at the most intensive and secure inpatient treatment facility in the state behavioral health service delivery system. The SPU is designated to serve those having acute psychiatric needs that must be served in an inpatient setting. Those served are residents from state and county correctional facilities, patients committed through the NH judicial system (in accordance with civil commitment statutes) due to mental illness and dangerousness, those rare individuals committed under the state's sexually violent predator law and individuals who are developmentally disabled requiring intervention for extreme dangerousness.



There are 20-30 hours per week of structured therapeutic and diversional interventions available for individuals and patients; individuals' treatment schedules are contingent upon individualized treatment planning. The SPU continues to provide quality psychiatric care via its team of highly dedicated psychiatric, clinical, nursing, education and security staff who continually strive to improve the level of care provided. The security staff is certified correctional officers who participate in additional specialized training in managing clients with mental illness through collaborative behavioral 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 2017, there were 67 admissions to SPU and 56 discharges. The 67 admissions may have involved a patient being admitted multiple times in the fiscal year. Of those admitted, 63% were from correctional settings needing acute psychiatric stabilization due to dangerousness and/or suicidality. 11 % were transfers from New Hampshire Hospital due to the facility being unable to manage the dangerous behavior associated with the patient's mental illness exceeding the facility's ability to manage a patient safely. The remaining admissions were from orders from the Court for admission under other State laws due to dangerousness and a patient's mental illness.

Residential Treatment Unit (RTU)

The RTU offers a level of intervention designed for male individuals who have a behavioral health condition and are struggling in a prison setting. Individuals may request to be admitted to this unit and are referred to the RTU by behavioral health staff. Often, those who no longer need the intensive services of SPU may be admitted to the RTU as a transitional step down with the goal of returning to a prison housing unit. In SFY 2017, there were 33 admissions to the RTU with 24% coming from secure housing units. There were 39 people discharged from the RTU with 85% returning to general population. The RTU offers approximately 30 hours per week of structured therapeutic, recreational and diversional interventions. After an interdisciplinary evaluation, the treatment team, in conjunction with the individual, develops a specific, individualized treatment plan using evidence-based treatments and behavioral health best practices.

Sexual Offender Treatment (SOT) Services

Utilizing a risk-need-responsivity model that was developed on evidence-based practices, SOT services emphasize skill development designed to promote safety and self-management. All individuals are assessed to determine level of care needs. The primary modality is an intensive model, located in Concord, which incorporates SOT protocols into a therapeutic milieu. The capacity for the intensive program is 96. During SFY 2017, 158 men were served in the intensive SOT program based in Concord. If a less intensive level of care is needed based on the assessment, or if individuals are unable due to physical capabilities to reside in the residential unit, a plan of treatment will be devised to meet their needs.

Wellness Units, Berlin and Goffstown

The Wellness Units continue to show that a combination of clinical services based on a commitment to change will show positive results. These units are designed to support individuals towards achievement of personal goals while emphasizing the power that is derived from a positive group and milieu experience. Promoting a sense of community is the philosophy driving these units in order to prepare participants to be part of a positive community culture while in prison as well as for preparation for life after prison. Participants in these units identify the value of good communication skills as problem-solving techniques versus use of violence.



General Prison-Based Behavioral Health Services

At the point of entrance into our system, behavioral health clinicians conduct a screening to identify those with ongoing behavioral health issues and those who have a need for behavioral health services. Behavioral health clinicians collaborate with security and other healthcare staff to identify and intervene quickly if risky or concerning behaviors are observed. Behavioral Health Services meet the needs of individuals with a wide range of diagnoses as well as distinct populations including those with gender dysphoria, sexually deviant behaviors and trauma-related issues.

Of note this year is the development and implementation of a peer supporter program designed to ameliorate the effects of suicidal feelings by individuals who are placed on suicide watch. There are now 36 peer supporters at the Concord and Berlin facilities, up from 17 the prior year, that received specialized training through the Psychological First Aid program, which is a collaborative program developed with the NH Department of Health and Human Services. Individuals receiving support within the program cite the experience as a positive intervention. With the opening of the infirmary at the new women's prison in spring of 2018, we will be expanding the peer supporter program to include that location.

Substance Use Disorder Services

The DOC is committed to providing quality intervention services to assist individuals in addressing substance use issues. Different levels of care are offered starting with, if needed, detoxification on a medical unit. Intensive interventions are offered at each facility and transitional housing units. Relapse prevention is also offered via support groups for those who have completed treatment. Licensed drug and alcohol counselors are available to those who have left our facilities on parole status at the District Offices.

At our Berlin facility, we offer the Focus Unit which is a residential unit that provides substance use disorder services with the focus on rehabilitation and wellness. Goals of this program are to decrease substance abuse and to increase pro-social behavior. There is a capacity of 68 beds on this unit. Participants are assisted with follow up services after completion of the Focus Unit program.

In addition to the licensed drug and alcohol counselors on our staff, we continued our relationship with Keystone Hall. The agreement we have with them has allowed us to increase services in all transitional housing units. As a result we have expanded assessment opportunities as well as group and individual counseling sessions.

Sixty-eight people were provided Medication Assisted Treatment (MAT). This service is for those with opioid use disorders. There is a treatment protocol for this service with an emphasis on Vivitrol being administered at the time of release. Individuals opting for this treatment must also commit to follow up treatment in the community.

Dental Services

Dental services are provided on location at three locations: Berlin, Concord and Goffstown. Organizing clinics so that both basic dental hygiene and dental procedures occur in a timely fashion is an important aspect of the health care program provided to individuals. In SFY 2017, there was a total of 8,708 dental contacts for examinations, hygiene, prosthetics, extractions, and operative interventions.

Medical and Nursing Services

Medical providers (physicians and advance practice registered nurses) and nurses offer a continuum of services to meet the health care needs of individuals at our prison facilities. Those new to our system are offered a comprehensive assessment to identify and treat acute and/or chronic needs. When medically necessary, referrals are made to community hospitals, services and specialists to meet the unique needs of the individuals we serve.

Inpatient care is available in our infirmaries and is a place for those who do not need hospital level of care but require more immediate medical oversight. Hospice care is also available and is supported by individual workers who are specially trained to work with those needing these supports.

Outpatient care is offered in our health services centers. Individuals are treated, provided follow up appointments, receive medications and triaged for emergencies by nurses and providers. Providers and nurses also provide sick call daily at our secure housing units to ensure that medical needs are being met.

In the past year, we have updated protocols and guidelines with regard to mass hunger strikes, psoriasis, anticoagulant treatment, routine fractures as well as developing in-house clinics on podiatry and orthopedics. We also developed a discharge medication process to ensure that those being released from our facilities received necessary medication and patient education on medications. This was a collaborative effort among security, the Division of Community Corrections and our Division.

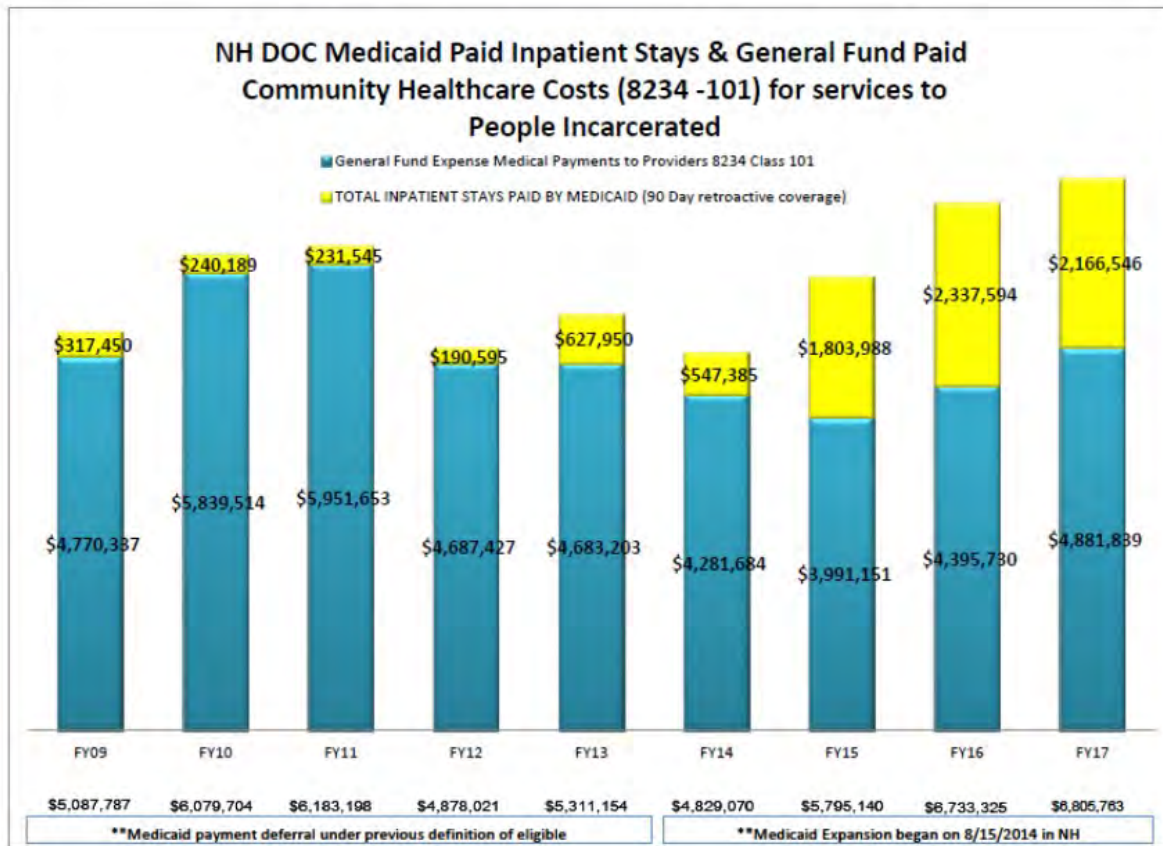
Pharmaceutical Services

Under the leadership of a Chief Pharmacist, our team of pharmacists and pharmacy technicians ensures that medication is packaged and available to be administered to those in our care. The Chief Pharmacist chairs a monthly Pharmaceutics and Therapeutics Committee comprised of the heads of our healthcare disciplines serves as a cost-containment body as well as monitoring prescribing practices and trends, reviewing our formulary as well as overseeing the safety and security of medications. Pharmaceutical costs continue to rise and management of that is a critical piece of our operations. Total pharmaceutical costs for SFY 2017 was \$3,076,924.

Allied Health Professionals

The Division's Allied Health professionals are a critical part of our healthcare system. Consisting of a nutritionist, physical therapist and recreational therapists, this group provides services that ensure the diverse needs of those in our care are met. The Division's nutritionist works in collaboration with food services in conducting reviews of menus, auditing meals and nutritional guidelines as part of an on-going quality improvement process at all sites. An annual nutrition analysis is conducted every year to ensure that basic nutritional needs are being met. Our nutritionist collaborates with nursing and medical staff to prioritize areas for patient education and individual consulting. This past year, our staff nutritionist expanded educational groups across our system.

Physical therapy services are provided at all sites by a licensed physical therapist. Focusing on treatment and improving the physical functioning of those served, our physical therapist provides direct care and coordinates services by external orthopedic specialists. Recreational therapy is specific to the Secure Psychiatric and Residential Treatment Units. By providing structured activities and individual skills building, recreational therapists encourage improved self-management through better use of leisure time, development of coping skills and learning effective communication techniques.



Office of the Forensic Examiner

The Office of the Forensic Examiner (OFE) conducts court ordered psychological evaluations when there are concerns about a criminal defendant’s competency to stand trial or when the defendant has pled Not Guilty By Reason of Insanity. The forensic examiners conduct in-person evaluations with the defendants, write forensic reports for the judge, and often testify about their findings. The OFE has also been working closely with New Hampshire Hospital, Circuit and Superior Courts and lawyers to improve the system for court ordered evaluations, including improving efficiency and increasing evaluators’ access to needed mental health records. In SFY 2017, the forensic examiners completed 424 competency evaluations. This was an increase of 15% over FY 2016.

Not Guilty By Reason of Insanity Civil Commitments

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 behavioral health organizations to ensure ongoing treatment needs are met. The Division coordinates inpatient level of care and outpatient behavioral health services to ensure compliance with court orders and that treatment needs are being met for these individuals. 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.

The Bureau of Professional Standards

Joel Dinsmoor, Investigator III

The New Hampshire Department of Corrections, Division of Professional Standards Investigations Bureau is responsible for criminal and administrative cases throughout the department. Numerous criminal and administrative allegations involving the incarcerated population, staff and the general public are investigated on a regular basis. The criminal cases involve illegal drug possession, illegal drug introduction, inmate on staff assaults, inmate on inmate assaults, sexual assaults, escapes, etc. Once the criminal investigations are completed, they are forwarded to the respective county attorney office or the New Hampshire Attorney General's Office for their review and possible future indictment. In addition to investigating criminal and administrative cases, the Investigations Bureau assists outside law enforcement agencies on a regular basis.

SFY 2017 INVESTIGATIONS	
Criminal	93
Administrative	13
PREA (Prison Sexual Assault)	28
Agency Assists	164
Unit Assists	851
Other	180
Total	1329

DISCIPLINARY HEARINGS OUTCOMES	
SFY 2017 INFRACTIONS	
Major Infractions (A Level)	2,611
B Level Infractions	5,692
C Level Infractions	2,069
Total	10,372

SFY 2017 DISPOSITIONS	
Pled Guilty	921
Found Guilty	303
Incident Report	229
Filed Without Prejudice	68
Found Not Guilty	1
Other	132
Total	1654

During SFY 2017, the Investigations Bureau added two K9 investigator positions along with two, Belgian Malinois canines. Investigator James Azzara and Investigator Christopher Ward were selected as K9 investigators and subsequently attended intensive K9 training with the New Hampshire State Police for several weeks. The training was successfully completed and the K9 team now conducts searches for illegal drugs and contraband at the New Hampshire State Prison for Men in Concord, the Northern New Hampshire Correctional Facility in Berlin, the New Hampshire Correctional Facility for Women in Goffstown, the Division of Community Corrections housing, and they also provide assistance to the Division of Field Services on a regular basis.

PREA – Prison Rape Elimination Act

In June, 2017, the NHDOC underwent a Prison Rape Elimination Act (PREA) Audit of the Northern NH Correctional Facility (NNHCF), the Calumet Transitional Housing Unit and the Transitional Work Center to ensure PREA standards are being met. In the final audit, NNHCF had exceptional performance and received a positive audit outcome. PREA staff worked closely with the Director of Professional Standards, Mental Health, Security and NHDOC staff to ensure safety and resources for offenders who are victimized while incarcerated and to ensure proper treatment of the LGBT (lesbian, gay, bisexual, transgender) community within our facilities.

Victim Services

Nicole Kipphut, Administrator

As a small, essential unit within the New Hampshire Department of Corrections, the Victim Services Unit strives to continuously improve assistance and support for crime victims/survivors, witnesses and families. We collaborate with community and statewide stakeholders to help stay responsive to the interests of victims as we fulfill our public safety responsibilities, the NH Department of Corrections mission and the NH Victim Bill of Rights. With respect for the rights and experiences of crime victims and survivors, we are committed to keeping interested citizens informed, involved, and safe.

During the SFY 2017, Victim Services staff documented 9,341 contacts with 3,835 victims/survivors and their families. Additionally, there were 351 new requests for Victim Notification during the fiscal year. The most common services provided include notification on offender case status, criminal justice support, advocacy and accompaniment. On a daily basis, Victim Services staff educates victims on the NH Adult Parole Board hearing process and assist in writing Victim Impact Statements for those hearings. Each week, Victim Services staff supports victims who attend Parole Board hearings to exercise their rights and advocate for victim requests to ensure personal and community safety. We facilitated approximately 13 in-service trainings and NHDOC Corrections Academies for staff. During Correctional Employee Appreciation Week we hosted resource table to involve and inform staff on important victim related topics.

In SFY 2017, the Victim Services unit reestablished its relationship with the AmeriCorps Victim Assistance Program (AVAP) by hosting an AVAP volunteer starting in September 2016 and ending in SFY 2018. This has helped increase our caseload and respond to victim's questions and concerns through letters, emails, phone calls, direct service and supporting victims at Parole Board hearings. Additionally, our NHDOC AVAP Advocate worked with the NH Correctional Facility for Women and Shea Farm Transitional Housing Unit to break the silence around Domestic Violence and Sexual Assault by educating and involving women at these facilities in the NH Clothesline Project, making t-shirts that represent their stories of past trauma and making positive steps towards the goal of, "No More; together we can end domestic violence and sexual assault" in New Hampshire.

The Victim Services Unit hired a part-time Victim Offender Dialogue Coordinator and Facilitator, Traci Lederer, who has a wealth of knowledge and experience from her 20 years in the Connecticut Department of Corrections and the Office of Adult Probation. Traci has a passion for working with victims and offenders interested in the Victim Offender Dialogue process. Victims are entitled to this corrections-based, victim-centered program under the NH Victim Bill of Rights; however, the program has been unavailable in recent years. Having trained staff and volunteers will initiate rebuilding this much requested program, furthering restorative Justice within the State of NH. Traci joined Nicole Kipphut, Administrator of Victim Services, and Jean Carroll, PREA Advocate, for a week long intensive Victim Offender Dialogue Summit and the National Association of Victim Assistance in Corrections Conference. This training initiated networking with Victim Witness Directors, Advocates and Victim Offender Dialogue professionals from around the United States. Victim Services is working with the National Institute of Corrections in resourcing funding to host a five-day Regional Training for Victim Offender Dialogue Facilitators in New Hampshire, Massachusetts, Vermont, Maine and New York.

Division of Security and Training

Chris Kench, Director

Training Bureau

During SFY 2017, the NH DOC Training Bureau facilitated:

- Two Correction Academies graduating 20 Correction Officers.
- A First Aid/CPR/AED Instructor Training and graduated 12 new instructors.
- Two Pistol Instructor trainings graduated 16 additional instructors.
- 32 four-day Correctional officer in-service training classes ensuring that 370 corrections officers maintained their certifications.
- 27 three-day non-uniform staff in-service trainings which included First Aid/CPR/AED training.
- A Field Training Officer training, from which 25 Field Training Officers graduated.

We included members of the Vermont Correctional Emergency Response Team, and the Rockingham County Jail Emergency Response Team in our Special Emergency Response Team training.

In addition, we hosted the NH Fire Academy, Federal Probation and Parole Officers, US Marshall, NH Police Standards and Training, State of NH Liquor Commission and the NH Drug Task Force at our firing range a total of 26 times.

Six new weekly training modules, six new leadership courses and seven new miscellaneous courses were added to our on-line training curriculum.



Classification and Offender Records

The Inmate Classification Manual was updated during SFY 2017, the previous update was in 2011.

The Department established Interstate Compact Agreements with two additional states. As of June 30, 2017 New Hampshire sentenced individuals were housed in 22 states and the U.S. Bureau of Prisons. During the course of SFY 2017 we received 1,378 individuals, released 1,407 individuals, and processed over 6,000 classification boards.

Department of Information Technology—NH DOC Team

Linda Socha, Administrator

The Department of Corrections is committed to the use of technology to improve communication, increase efficiency and security with a focus on fiscal responsibility. The Bureau of Business Information and Technology was established to increase the focus on using technology to allow the agency to accomplish a wide range of objectives. The Bureau is a joint effort with the Department of Information Technology (DoIT). This collaboration provides a smooth transition from the business side with project management, reporting, application support, data analysis, and prioritization of projects through the technical side with network support, server operations, desktop support, and application development.

There were five main objectives which were the focus of this year's efforts for the Bureau:

Electronic Medical Records (EMR): This system went live on November 14, 2016, one day earlier than projected. This was an immense undertaking but the collaboration of DOC medical staff and great vendor support, helped pull it together successfully.

FileHold (Document Management): Efforts are on-going to incorporate in more areas in the agency and to reach the point where the work-flow feature of the software can be implemented.

VOIP (Voice over IP). With the efforts of Department of Information Technology, DOC converted many locations to the State of New Hampshire's phone system. This effort has involved upgrading wiring and network bandwidth to all locations. DOC has historically had separate phone systems for each location and is now over half-way through the conversion to a single phone system.

Information Infrastructure: Over the last 10 years DOC has worked to upgrade its network, servers and desktop environment. Efforts this year included the network upgrades needed for the VOIP conversion, along with a complete overhaul of the server infrastructure. Physical machines were replaced and operating systems and software applications were upgraded to the latest version with several old systems being retired. Desktop systems were also evaluated and upgraded in preparation of conversion to Windows 10.

Data Integrity & Reporting: A great deal of effort was put into system changes to collect data more efficiently and to correct system data errors. The main system impacted was CORIS, the offender management system, which had major upgrades to the financial, sentencing and program areas. The changes have allowed us to expand reporting and to evaluate areas in the agency with improved measurements.

Along with these projects the group also handled 3,942 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. This group received 584 project requests; 481 of these requests were completed, 27 were in active status with 17 placed on hold.



Human Resources Bureau

Ella Fredette, Administrator

Overtime at the NHDOC continues to rise with the projected overtime expense to exceed \$10-million in SFY-2017. Most overtime expenses are primarily incurred by the DOC Security staff in providing a safe and secure prison environment. However, it helps staff other DOC operations such as health services, maintenance, etc. Security overtime results from the various challenges we face daily in meeting minimum staffing security requirements and for special unscheduled assignments. Vacant uniform positions that leave mandatory posts unfilled on a daily basis account for most of the costs of overtime. As of April 28, 2017, the DOC had 68 vacant uniformed officer positions and 45 vacant civilian positions. We have had a difficult time finding qualified applicants to hire into these vacant positions. The traditional methods of advertising for applicants have not been successful in the last several years. We have changed our recruiting strategies and adjusted our hiring process to help attract qualified people to fill those vacant positions.

While trying to attract new applicants and create a desire for young people to choose corrections as a career opportunity, our aging workforce has created a situation where many of our uniformed officers are now eligible for retirement. Retirements and resignations exacerbate our efforts to fill our vacancies.

With the future completion of the new NH Correctional Facility for Women, this facility will require more uniformed staff to safely operate as well as civilian staff to provide the necessary programs and treatment services. While we all recognize that the additional staffing is essential to the successful opening of the prison, it will create additional challenges to our ability to recruit, hire and train the staff to meet these staffing demands. To counter these recruiting and retention concerns, we have been working on new strategies and changing our organizational processes.

BREAKDOWN OF STATE CORRECTIONS PERSONNEL

	SFY 2010	SFY 2011	SFY 2012	SFY 2013	SFY 2014	SFY 2015	SFY 2016	SFY 2017
Executives	12	12	12	12	12	12	12	12
Managers/Administrators	57	38	30	29	27	27	26	25
Correction Officers	531	493	471	470	469	468	468	468
Probation/Parole Officers	71	70	70	70	70	70	70	69
Medical Personnel	70	66	62	62	62	61	61	61
Teachers/Instructors	28	29	24	24	24	23	23	23
Shop Supervisors/Tradesmen	63	60	62	62	62	63	64	54
Recreational Personnel	2	2	2	2	2	2	2	2
Clerical/Administrative	111	108	101	98	100	100	100	106
Correctional Counselor/Case Mgr	39	45	44	44	44	36	36	37
Psychological/Social Workers	30	24	20	20	20	29	29	29
TOTALS	1014	947	898	893	892	891	891	893

Recruiting Strategies

After a vacancy has moved through the internal State of NH posting process and is available for posting to the public, we use recruiting strategies to advertise the position and to educate people about these career opportunities within the DOC. The older recruiting strategies such as advertising in the newspapers do not work well with the young people that we are trying to target. So, the following recruiting strategies are ongoing at this time:

- A DOC Recruiting and Retention Committee was established in 2014.
- A speaker's panel was assembled consisting of over 30 veteran staff members who attend job fairs and speaking engagements at colleges and high schools.
- During the fiscal year approximately 51 job fairs and speaking engagements were attended.
- The hiring process was put through a LEAN process improvement exercise to assess and streamline the amount of time it took to hire people.
- We created a radio ad and increased our image through the use of social media.
- We have been working with the NH State Police on reviewing their applicants who did not meet their hiring standards for particular reasons to see if they would qualify with the DOC standards.
- The DOC is now embarking on a brand new strategy to advertise and rebrand our openings. An RFP was drafted to hire an advertising and marketing firm that specializes in digital advertising and recruitment making corrections an employer and career of choice.
- We began to expand our internship programs with local colleges and entered into affiliation agreements with them.
- The DOC entered into a partnership with the NH Technical Institute (NHTI) in Concord where we were allowed to have staff present at an informational table at the NHTI facility to talk with students.
- We are working on a plan with NHTI for interested students to apply for a DOC position while still in school, attend the Corrections Academy, and be ready to be hired full time upon graduation. They would also receive credits from NHTI for their completion of the corrections academy.
- We have offered more tours of our prison facilities to colleges and high school students.

Position	Funded Vacancies	Unfunded Vacancies	Total Vacancies
Executives	0	0	0
Managers/Administrators	1	1	2
Corrections Officers	56	19	75
Probation/Parole Officers	1	0	1
Medical Personnel	10	0	10
Teachers/Instructors	6	1	7
Shop Supervisors/Tradesmen	8	0	8
Recreational Personnel	1	0	1
Clerical/Administrative	6	3	9
Correctional Counselor/Case Mgr	5	1	6
Psychologists/Social Workers	4	0	4
TOTALS	98	25	123

Legislation

Jeffrey Lyons, Public Information Officer

The New Hampshire Department of Corrections maintains an active presence at the New Hampshire Legislature. NH DOC monitors legislative hearings on bills of interest to the Department and works with the Commissioner to identify appropriate management staff to testify on important legislation. We also provide tours of our facilities for legislative committees.

Bills that we testified on in that were adopted and signed into law by Governor Sununu.

HB-208 – establishing a commission to study current mental health procedures for involuntary commitment.

This bill was all encompassing in that it created a commission to study all forms of involuntary commitment to the Secure Psychiatric Unit and New Hampshire Hospital.

SB-68 – relative to sentencing for violations of Probation.

We requested this bill to amend the sentencing and limitations statute to provide the court with additional options for sentencing a probationer who violates his or her probation.

SB-133-FN – relative to security screening at state correctional facilities. The Department of Corrections requested it to address concerns about the use of body scanners in our facilities. In 2016, the Legislature passed a bill to install six body scanners in our facilities in an effort to discourage the introduction of contraband.

Bills that we testified on that were voted Inexpedient to Legislate or Tabled.

HB-76 - relative to involuntary administration of medication to inmates with mental illnesses

HB-205-FN - relative to flying a drone above a correctional facility (Tabled)

HB-282 - relative to a prisoner's participation in the work release program

HB-526 - relative to rules relating to prison rehabilitation programs and inmate health.

HB-602-FN - prohibiting placement of certain persons with mental illness in the secure psychiatric unit, establishing a secure psychiatric hospital oversight commission, and appropriating funds to develop plans for a secure therapeutic psychiatric hospital facility.

Bills that we testified on that were not resolved by the end of SFY 2017. These bills will be revisited in 2018.

HB-192 - relative to rulemaking of the Department of Corrections. It removes rulemaking exemptions and requires DOC to develop policy based on RSA 541-A

HB-544 - relative to earned time credits for prisoners participating in rehabilitative or educational programming. This bill expands the current law to apprenticeships and participation in all programs.

HB-593-FN - granting Group II retirement system status to certain positions in the Department of Corrections. This bill has been introduced in the past. The intent is to provide Group II retirement benefits to certain non-uniformed employees who work inside our correctional facilities

HB-613-FN – amending the procedures for use of segregated housing for inmates. This is an all-encompassing bill that sets specific guidelines for the use of administrative or punitive segregation.

HB-619-FN – relative to medical services for prisoners. This bill requires payment for medical care for state and county prisoners from Medicaid or a private insurer before payment from the state or county will be made.

New Hampshire Department of Corrections

NHDOC Mission Statement

Our mission 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 crime victims.

Core Values Statement

The New Hampshire Department of Corrections is committed to fulfilling its mission by upholding the following values:

Integrity

We adhere to the highest ethical standards and accept responsibility for our decisions and actions.

Respect

We treat all employees, offenders and the public with fairness, honesty, and dignity, while recognizing individual diversity.

Professionalism

We are firm, fair and consistent in the performance of our duties and responsibilities. We strive for excellence and take pride in maintaining high quality services, as reflected by our performance, our appearance, and our commitment to lifelong learning. We build trust and teamwork in the workplace by providing positive support and promoting cooperation and communication.

Collaboration

We promote positive relationships through cooperation and collaboration in partnership with others as we strive to achieve common goals.

Accountability

We adhere to holding ourselves and our co-workers accountable in carrying out our mission, values, policies, and directives, and in upholding the laws of the State of New Hampshire.

Victim Recognition Statement

The NHDOC recognizes and respects the impact of crime upon victims and their families. We acknowledge and support the rights of crime victims, remaining mindful of our role in their process of recovery.

Vision Statement

The NH Department of Corrections is an integral part of the criminal justice system, strengthening public safety by achieving excellence in correctional practices.

