A Tribute to Staff at the

New Hampshire
Department of Corrections

ANNUAL REPORT

State Fiscal Year ending June 30, 2013

"With the tight budget, we've all had to pitch in wherever needed."

William L. Wrenn
Commissioner

Commissioner's Message

William Wrenn, Commissioner

The conclusion of State Fiscal Year (SFY) 2013 and the beginning of SFY 2014 have the Department of Corrections at an important crossroads. While the economy showed some signs of improvement during SFY 2013, we continue to work within challenging operational budget parameters. Our Capital Budget, however, was well-supported by the Governor and Legislature and we can now look forward to the design and construction of a new prison for our female offenders.

During SFY 2013, the Department was required to make some tough choices in managing its operating budget and meeting the necessary back-of-the-budget cuts that were mandated two years ago. Once again, we had to keep a significant number of positions vacant so we could meet the budget requirements and the increases in our overtime account. At the end of the fiscal year, we were successful in meeting those challenges within our limited resources and without having to resort to layoffs.

The on-going possibility of privatization continued to occupy staff time and effort in SFY 2013. During the previous fiscal year, a team of knowledgeable and experienced administrators from DOC and DAS had spent hundreds of hours reviewing and scoring proposals from four companies for a men's prison and a hybrid male-female prison. In July 2012, the Governor and Executive Council awarded a consulting contract to MGT Corporation to conduct a thorough review of those bids. A report was submitted at the conclusion of that review and, in the spring of 2013, the Governor made the decision to cancel the RFPs for privatization.

During the second half of SFY 2013, the Governor, the Department of Administrative Services, the Attorney General's Office and our own staff worked to craft a capital budget that included the proposed construction of a new women's prison. This facility has been the Department's first capital project priority since the 2007-2008 budget cycle. In a later capital budget the Department received a $2.3 million award for the design and conceptual development of a new women's prison. The process, however, was put on hold when privatization became a priority. This year the Governor and the Legislature allocated $38 million to go forward with this construction. This is an exciting time for the Department and we have already begun the process of aggressively moving forward with the awarding of an architectural contract and a design plan, scheduled to be completed before the end of the next year.

This fiscal year also included significant efforts related to Phase II of the Justice Reinvestment Initiative (JRI), using evidence-based strategies to increase compliance with supervision conditions, program participation during confinement and, ultimately, achieve higher rates of offender success following reentry. Probation and Parole Officers and Correctional Counselors/Case Managers in the Division of Community Corrections received intense training in Effective Practices in Community Supervision (EPICS), as well as, the Ohio Risk Assessment System (ORAS). In addition, technical assistance was provided through the Council of State Governments to provide training for Parole Board members on evidence-based practices.

I would like to dedicate this annual report to our professional staff of employees here at the Department of Corrections who continue to carry out their responsibilities despite budgetary and related staffing challenges. Thank you for what you do on a daily basis.

New Hampshire Department of Corrections

2013 ANNUAL REPORT

Margaret Wood Hassan
Governor

Executive Councilors

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Colin Van Ostern, District 2

Christopher T. Sununu, District 3

Christopher C. Pappas, District 4

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NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS
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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, 2012 and ending June 30, 2013. This report is also available at www.nh.gov/nhdoc. For further information please call 603-271-5602.

Table of Contents

Mission Statement, 4
NHSP/M, 5
NHSP/W, 7
NCF, 8
Community Corrections and Programs, 9
Field Services, 14
Inmate Population Data, 16
Studies of Recidivism, 19
Medical & Forensic Services, 21
Victim Services, PREA, 26
Correctional Industries, 28
Quality Improvement & Compliance, 30
Administration, 31
Professional Standards, 33
Information Technology, 34
Security and Training, 35
Human Resources, 36
Legislation, 38
Organizational Chart, 39
Acronyms, 39

On the Covers

FRONT

Left, Top to Bottom
Jensine Hilliard, Offender Records
Chaplain Jim Daly, NHSP/M
Cpl. Shane Mailhot, NCF
CC/CM Nellie Chancey, NHSP/W

Center, Bottom
Honor Guard

Right, Top to Bottom
John Limoge, Hobby Craft
CC/CMs Christine Bump & Sue Perreault, NCF
Jan Meeks, NHSP/W
Major Jon Fouts, NHSP/M

BACK

Left to Right
Lt. Paul Carroll, NHSP/W
Joel Dinsmoor, Investigations
Capt. Scott Lambertson, NCF
CC/CM Michele Watson, NCF

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 crime victims.

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

Vision Statement:

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

Victim Recognition Statement:

The New Hampshire Department of Corrections 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.

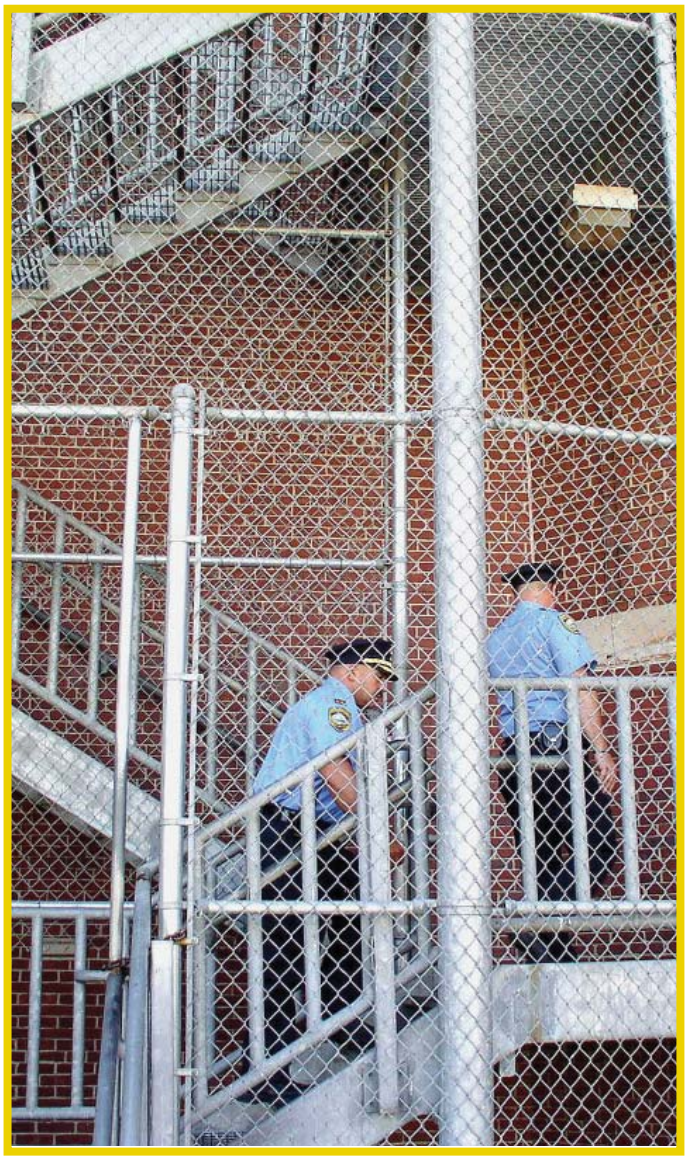
NEW HAMPSHIRE STATE PRISON FOR MEN

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 (H), Medium Custody North (MCN), and Medium Custody South (MCS). 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 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. During SFY 2013, 6,648 inmates moved through the R&D Unit. Such movement includes releases, new intakes, movement to other facilities, and medical appointments. Up to 80 offenders reside in dormitories adjacent to R&D. Offenders in the dorms are awaiting movement to the Transitional Work Center (TWC) outside of the Concord facility.



There are also two higher custody level housing units located at this facility. The Close Custody Unit (CCU) has a capacity for 120 offenders, and the most restricted, the Special Housing Unit (SHU), 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 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 library and nine classrooms, a chapel, mental health offices and treatment group rooms, a health services center for in-patient and out-patient services, a warehouse, maintenance shops, a gymnasium and attached hobby craft area, and a variety of shops providing industries and vocational/educational training activities (North Yard).

(Continued)

On June 30, 2013, there were 1,485 male offenders incarcerated at this facility. This figure represents an increase of 58 offenders at this facility from SFY 2012. Since June 30, 2011, the inmate population at this facility has increased by 133.

A capital budget project to replace the cell and tier doors in the Special Housing Unit commenced during SFY 2012 and was completed in SFY 2013. The design of the cell doors included input from the SHU security staff, lockshop staff, and maintenance personnel. There were 130 doors replaced and the cost was approximately 1.2 million dollars.

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 2013 was 126, up from 107 in SFY 2012. The average daily population of the state-sentenced female inmates housed through a contract at the Strafford County Department of Corrections was 26, up from ten 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 209, up from 167. The female inmate population has been steadily increasing since December 2011 with the implementation of Senate Bill 52, at both the NHSP/W and the Strafford County Department of Corrections.

As an outcome of the Department's collaborative effort at the women's prison, significant progress has been made toward expanding opportunities and services within the constraints of the existing facility. NHSP/W offers a variety of programming, including high school courses, GED preparation, mental health classes, substance abuse recovery, and parenting.

Of great significance, the NH legislature approved a capital budget request to build a new facility for state-sentenced women, which will provide the necessary space for programming, treatment and training to address the complex needs of the female inmate population. Until then, the NHSP/W continues to offer as many opportunities as space permits.

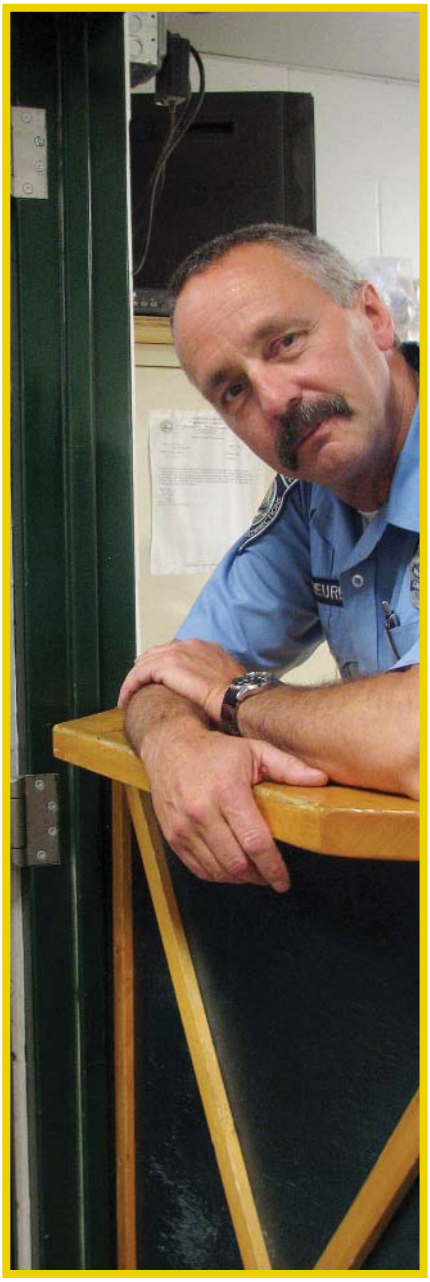
During SFY 2013, the NH State Prison for Women created a Wellness Block which offers additional mental health treatment and recovery from addictions programming in a cohesive therapeutic environment. Many women immediately availed themselves of this opportunity. Additional components have been added to the program as it continues to develop.

Through community partners, grants and volunteers, the NH State Prison for Women continues to offer programs including Girl Scouts Beyond Bars, the Goodwill Mentoring Program, OSHA training, Introduction to Horticulture, the Family Connections Center programming, and many faith-based and recreational activities.

The Citizens Advisory Board continues to provide valuable input and community outreach through its collective expertise under the leadership of Chairperson Dr Elaine Rizzo, professor of criminal justice at Saint Anselm College.

NORTHERN NH CORRECTIONAL FACILITY

Edward Reilly, Warden



On June 28, 2013, 635 offenders were housed at the Northern New Hampshire Correctional Facility (NCF): 43 close custody inmates (C4), 511 medium security inmates (C3), 14 health services inmates, and 67 minimum security inmates (C2). The facility count indicated an increase of nine inmates from the same date one year earlier. There are 163 professionals maintaining operations at NCF 24/7: Sixty-one non-uniformed staff (including medical staff) and 102 uniformed staff.

The NCF Transport Team transported 609 offenders for medical reasons and 302 offenders to court hearings throughout the State.

NCF program staff deliver the following Intervention Services to eligible inmates: Living in Balance, Aftercare, Relapse Prevention, and Thinking for a Change. GED preparation and testing opportunities are offered by education staff. Education staff also offer pre-release classes to inmates transitioning to the community. The facility offers a recreational library as well as individualized law library appointments, and, since 2011, also offers "Humanities to Go" programming in collaboration with the State Council for the Arts. 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 groups and support opportunities for incarcerated veterans. Recreational services have been staffed in the last year, offering opportunities for intramural leagues, musical instruction, cardio workouts, tabletop games, and hobby craft.

In addition, GraniteCor Correctional Industries offers skill development and reinforcement of good work habits, with employment offered in the furniture shop, and the wood shop. Minimum security inmates may seek employment as custodial workers in the administrative building, as warehouse laborers, and as outside work crews for maintenance and grounds keeping 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 182 hours of community service to various Coos County and area projects.

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, Transitional Work Center, Corrections Special School District, and the Family Connections Center, as well as case management, cognitive behavioral and substance use disorder services. The latter three types of services are provided "behind the walls" and in four of the Department's ten Field Services District Offices. Additional services provided by the Division are described on page 13.

The primary focus of the DCC is to reduce recidivism by concentrating on evidence-based practices. Significant advances have been made despite staff shortages and other operational constraints.

Every inmate entering a NH State Prison now undergoes a risk and needs assessment. Correctional Counselor/Case Managers (CC/CMs) and Probation and Parole Officers (PPOs) have been trained in the use of the Ohio Risk Assessment System (ORAS) and are now in the process of becoming certified.

CC/CMs (and PPOs) have also been trained and are becoming certified in the Effective Practices in Community Supervision (EPICS) approach to client interactions. The Department has assured continuity in our staff development by having several staff certified as trainers in both of the above approaches.

This year the Division laid the ground work for and received final authorization to convert its case management system to one in which individual inmates will be assigned to one case manager throughout that inmate's stay in any of the New Hampshire prison facilities. A space previously used for correctional industries in the Concord Men's Prison is being re-purposed into a case management center, where inmates with adequate security clearance will be able to meet with their case managers.

Also this year, the Department shared its federal Justice Reinvestment grant with the Adult Parole Board, making it possible for a national expert to consult with them on the development of actuarial parole release guidelines.

Notwithstanding these significant accomplishments, the past fiscal year has been a difficult one for the Division and at DOC as a whole. Staff members have worked incredibly hard under extremely challenging budget constraints and inadequate resources. They are dedicated public servants concerned about public safety and the reduction of inmates' criminality.

Transitional Housing

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 at the top of page 10).

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

(Continued)

Transitional Facility Population as of June 30, 2013

TWC (C2)	158
Calumet THU	70
North End House THU	41
Shea Farm THU	42
Total	**311**

SFY 2013 Transitional Housing Unit Revenues			
	Room & Board Paid	Restitution Collected	Cost Containment Collected
Calumet THU	$146,107	$14,735	$26,947
North End House THU	$110,330	$14,848	$13,272
Shea Farm THU	$65,812	$20,757	$14,158
TOTAL	**$322,249**	**$50,340**	**$54,377**

lack of beds and space available at the Women's Prison in Goffstown. C1 female inmates are expected to be working in the community in preparation for reentry.

The Transitional Work Center (TWC) 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 generalist CC/CM and a Licensed Alcohol and Drug Counselor (LADC) remain assigned to three of DOC's highest volume Field Services District Offices: Manchester, Concord and Nashua. Another generalist CC/CM works out of the Exeter District Office, and an additional LADC travels between the THUs. It is worth noting that many re-entering offenders are now being served through the Access to Recovery grant, a collaboration between NHDOC and the Department of Health and Human Services' Bureau of Alcohol and Drug Abuse Services. The funding from this large federal grant will end in the next couple of years.

Corrections Special School District

The Corrections Special School District (CSSD) continues to offer a diverse composite of educational services in accordance with RSA 194:60 and the Interagency Agreement between the NHDOC and the NH Department of Education. NHDOC is one of very few correctional agencies in the United States to operate a certified school that includes academic and vocational/technical education.

SFY 2013 Granite State High School Statistics				
	NHSP/M	NHSP/W	NCF	Total
Intakes	553	97	53	703
Test of Adult Basic Education (TABE)	115	77	117	309
General Education Diploma (GED)	23	1	36	60
High School Diploma	15	1	0	16

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 continued priority has been to meet the needs of special education and learning-disabled inmate students. In accordance with the Individuals with Disabilities Education Act (IDEA), and the Americans with Disabilities Act (ADA), interested inmate students have access to a free and appropriate public education. Additionally, students with low levels of education and minimal work histories attended Granite State High School classes in SFY 2013.

When considering educational services, the following statistics of the NHDOC population are taken into consideration: Only 46 percent of the inmates entering the facilities have either a GED or High School Diploma (30 percent have GEDs and 16 percent have diplomas). The combined scores of the Tests of Adult Basic Education (TABEs) continue to indicate that the average student functions at the eighth grade level in math and language skills, and at a ninth grade level in reading ability.

In SFY 2013, individual guidance counseling has continued to help men and women choose education and career goals from the school district's offerings, as well as help them achieve those goals. Granite State High School provided 703 intake assessments and 309 TABEs. Also, 60 inmate students achieved their GEDs and 15 inmate students were awarded their high school diplomas.

The CSSD continued to receive Title I, Part D Funds to improve instructional offerings throughout the school district. The CSSD also once again received the Adult Basic Education subgrant (which was used to fund a part-time teacher), as well as additional instructional materials. The focus of these funds for SFY 2013 was to improve and enhance educational services at Shea Farm and the Transitional Work Center. Furthermore, the hiring of a part-time employee to provide

(Continued)

SFY 2013
CTEC Program Certificates

	NHSP/ M	NHSP/W
Auto Body Repair Program	11	N/A
Automotive Mechanics Program	27	N/A
Building Trades Program	46	N/A
Business Education Program	129	72
Computer Education Program	84	19
Culinary Arts Program	75	N/A
Intro. to the Workforce Program	76	N/A
Power Mechanics Program	11	N/A
Total Certificates	**459**	**91**

GED and transitional services with these Title I purchases has strengthened the overall educational programming for inmates transitioning to lower custody.

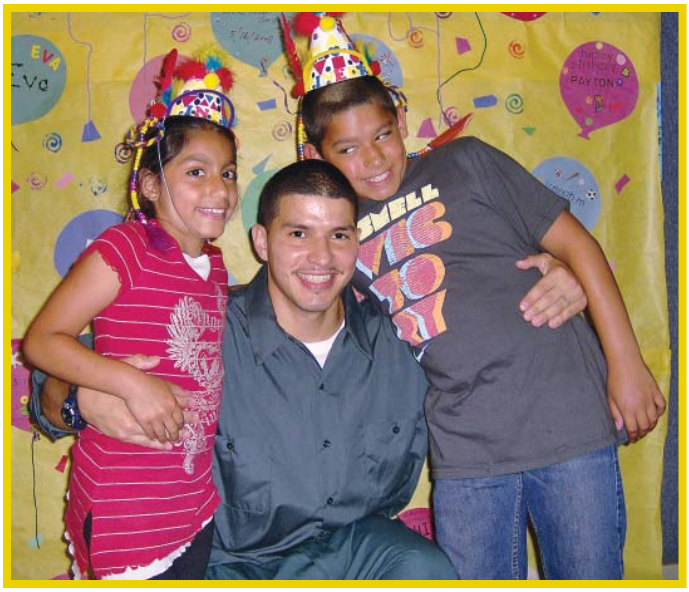
The CSSD continued to facilitate formal studies at the post secondary level via New England College at NHSP/M. Educational opportunities are offered at all facilities on a year-round basis. Costs are assumed by inmate students or through grants.

The Career and Technical Education Center continued to offer eight career and technical education training programs. These programs provide opportunities to develop foundational skills and core competencies in relevant occupational areas in preparation for successful reentry into society. Inmate students with limited work histories also enrolled in technology education classes through the Introduction to the Workforce Program at the Concord facility. All interested inmate students met with the Career and Technical Education Center counselor who guided them through the identification of their occupational interests, assessed their readiness, and facilitated their program enrollment.

Inmate student enrollment on a daily basis continued to average between 250-325 students throughout each of the four quarters in SFY 2013. From July 1, 2012, through June 30, 2013, 550 certificates of completion were issued to inmate students enrolled in the various programs.

Family Connections Center (FCC)

The Family Connections Center celebrated its fourteenth year of educating and supporting incarcerated parents and their children. The FCC provides family support to inmates housed at the three state prisons in Berlin, Concord and Goffstown, the Transitional Work Center, North End THU, and Shea Farm THU in Concord. FCC met with and provided services for 375 incarcerated parents who have a total of 770 children. One hundred and sixty fathers and 41 mothers completed the eighteen-hour parenting education class. Approximately 260 incarcerated parents attended 418 weekly parenting support groups. Thirty-four life-skills/family seminars (facilitated primarily by volunteers) were attended by 232 parents. Using media to keep familial connections, 184 CDs were recorded by incarcerated parents and sent home to their children with new books. The Family Connections Center also facilitated 1,105 internet video visits between incarcerated parents and their children. These internet visits allowed children who live in other countries, in addition to those in the US, to visit with their parents.



In August 2012, the Family Connections Center piloted a Children of Incarcerated Parents summer camp program. FCC partnered with Child and Family Services Camp Spaulding and had donations pay for FCC participants' children to attend 12 days of summer camp and come into the prison to spend two days with their incarcerated fathers, creating a life-sized mural among other "camp" activities. The FCC hopes to expand this program to serve children of incarcerated mothers next year, depending upon donations.

Intervention Services

Intervention Services include evidence-based cognitive/behavioral programs to address criminal thinking and substance-use disorders. These programs are provided to offenders meeting the assessment criteria for such services. Consistent with its reliance on evidence-based practices, the Division emphasizes the importance of programming being guided by screening and assessments. This focus has significantly reduced the number of inmates experiencing delays in their parole process because of their inability to complete mandated programs. Several hundred inmates successfully completed their required programming.

The Division now uses the Ohio Risk Assessment System (ORAS) as its assessment tool. The ORAS offers six different individual assessment tools that are tailored to fit the inmates during the different stages of transition through the system, from initial intake when they are committed all the way through to transitional housing and parole.

An evidence-based, integrated, cognitive/behavioral change program entitled Thinking for a Change is required for those inmates who score accordingly on their initial intake assessment. This program includes cognitive restructuring, social skills development, and development of problem-solving skills. Due to staff and resource limitations (and the availability of community-based substance use treatment programs subsidized by a Federal grant), Substance Abuse programming is no longer offered in the Concord and Goffstown facilities. The NCF substance-use staff and their program administrator have spent part of this year planning and designing a substance-use therapeutic community which, if resources become available, may be implemented there next year.

The Parole Violator program has undergone some changes in the past year and is now centered in the Concord facility.

Other Services

This category includes religious and library services, and volunteer management. 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 improved 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.

DIVISION OF FIELD SERVICES

Michael McAlister, Director

Along with their many other responsibilities, Probation and Parole Officers attend hearings before the NH Adult Parole Board.

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 on following page).

On June 30, 2013, there were 6,446 active supervision cases being serviced by the Division. See the chart on the following page 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 2013, a total of $30,715 was collected pursuant to this statute.

During the year, the Division completed 184 pre-sentence investigation reports, 1,935 annulment investigations, 1,005 pre-parole investigations, and other miscellaneous investigations.

The Department continued participation in the FBI Safe Streets Gang Task Force, the Community Oriented Policing Services (COPS) Child Sexual Predator Program, and in the United States Department of Justice Asset Forfeiture Program. In addition, the Division completed Phase II of the Justice Reinvestment Initiative, and implemented the use of the Ohio Risk Assessment (ORAS) and the Effective Practices in Correctional Supervision (EPICS) model.

A total of $2,956,191 in fines, fees, and restitution was collected in SFY 2013. A total of $2,866,348 was disbursed. (See breakdown on following page.)

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

Supervision Cases on June 30, 2013	
Probation	3,896
Parole	1,942
Non-New Hampshire Supervised	573
Administrative Home Confinement	35
Collection Only	8,821
Total	**15,267**

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

Field Services Receipts and Disbursements SFY 2013		
Total Receipts		**$2,956,191**
Disbursements Paid to	**Paid for**	
Individuals	Restitution	$1,779,808
Courts	Fines	$309,375
PSTC	Training	$65,916
DOC Field Services	Collection Functions	$253,695
DOC Field Services	ICAOS Dues and Costs	$30,715
Justice	Victim Assistance	$33,062
General Fund	Annulments	$141,900
General Fund	Collection Fees	$32,112
General Fund	Supervision	$321,827
Misc. Expenses*		($102,062)
Total Disbursements		**$2,866,348**

*e.g., returned checks, bank fees, etc.

INMATE POPULATION DATA

For the second year in a row the population of New Hampshire-sentenced inmates rose by more than four percent. For SFY 2013, the inmate population rose to 2,791, an increase of 4.7 percent. The 2,791 includes 2,554 inmates housed in New Hampshire facilities and 237 inmates housed in other facilities. As of June 30, 2013, New Hampshire also housed 89 inmates for other states and counties. The total inmate population of 2,880 includes 2,659 males and 221 females. The following tables offer a further breakdown of the New Hampshire-sentenced inmate population of 2,791.

Population by Age June 30, 2013

Age	Number	Percentage
17-21	65	2%
22-25	301	11%
26-30	460	16%
31-40	799	29%
41-50	628	23%
51-60	348	12%
Over 61	190	7%
Total	2,791	100%

Population by Crime Type – June 30, 2013

Crime Type	Number	Percentage
Crimes Against Persons	1,393	50%
Crimes Against Property	718	26%
Drugs/Alcohol	381	13%
Crimes of Public Order*	270	10%
Other Jurisdictions**	29	1%
Total	2,791	100%

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

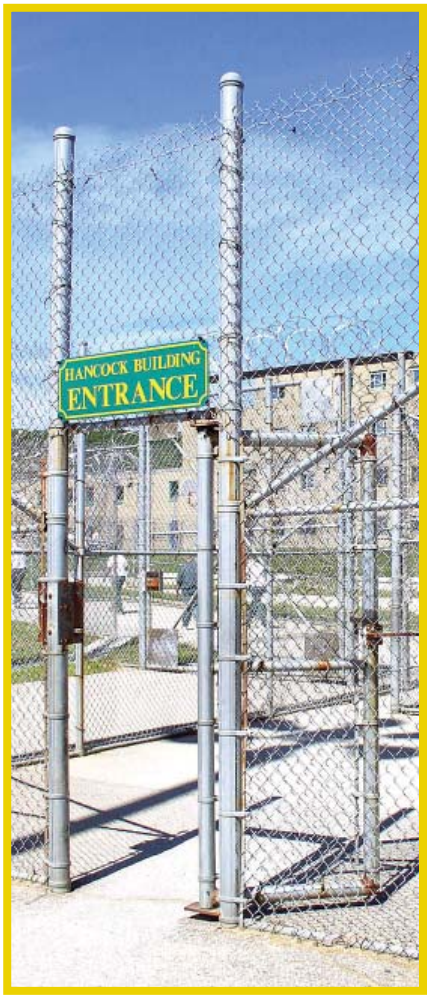
** This category includes inmates housed for other jurisdictions or residents of SPU who are on involuntary committal.

Population by Race – June 30, 2013

Race	Number	Percentage
White	2,413	86%
Black	173	6%
Native American	7	0.5%
Asian	8	0.5%
Other/Unreported	190	7%
Total	2,791	100%

Admissions – SFY 2013				
Admissions	**Males**	**Females**	**Total**	**Percentage**
New Admission	554	78	632	37%
Parole Violator*	653	81	734	43%
Probation Violator*	121	27	148	9%
AHC Returns	14	2	16	1%
Other Jurisdictions	87	74	161	10%
Total	**1,429**	**262**	**1,691**	**100%**

*Parole and probation violators in this chart should not be confused with the recidivism rate as discussed on pages 19 and 20.



Releases – SFY 2013				
Releases	**Males**	**Females**	**Total**	**Percentage**
Maxed Out	91	6	97	6%
Paroled	1,144	142	1,286	78%
Released to AHC	56	18	74	4%
Released to Probation	63	4	67	4%
To Other Jurisdiction	52	81	133	8%
Total	**1,406**	**251**	**1,657**	**100%**

Population by Minimum Sentence June 30, 2013		
Minimum Sentence Length	**Number**	**Percentage**
Less than 1 year	59	2%
Between 1 and 3 years	1,530	55%
Between 4 and 5 years	269	10%
Between 6 and 10 years	601	21%
Between 11 and 20 years	103	4%
21 Years and more	200	7%
Unknown*	29	1%
Total	**2,791**	**100%**

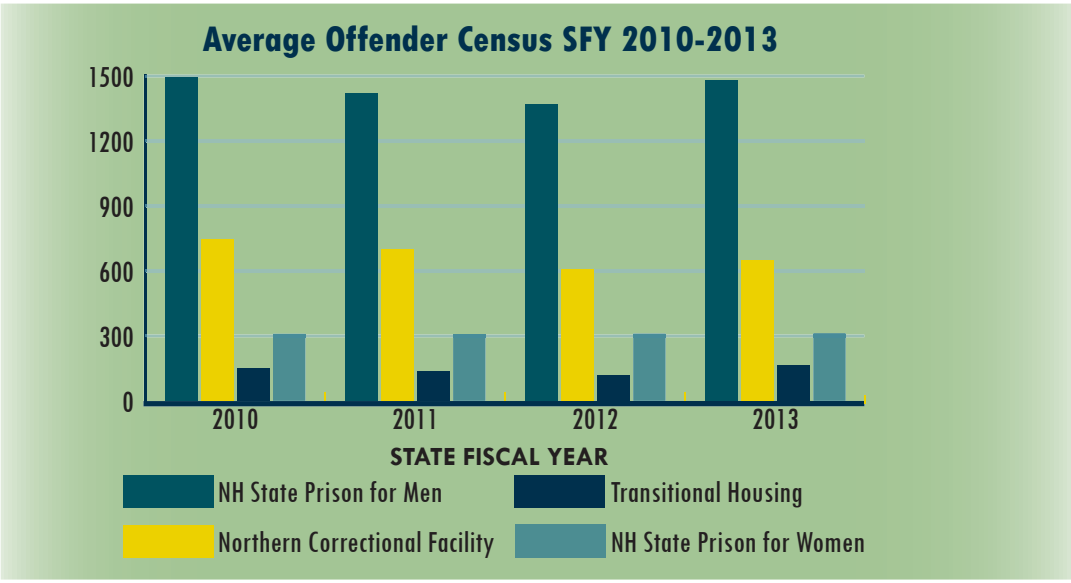
Population by Maximum Sentence June 30, 2013		
Maximum Sentence Length	**Number**	**Percentage**
Less than 1 year	16	1%
Between 1 and 3 years	297	11%
Between 4 and 5 years	540	19%
Between 6 and 10 years	845	30%
Between 11 and 20 years	649	23%
21 Years and more	415	15%
Unknown*	29	1%
Total	**2,791**	**100%**

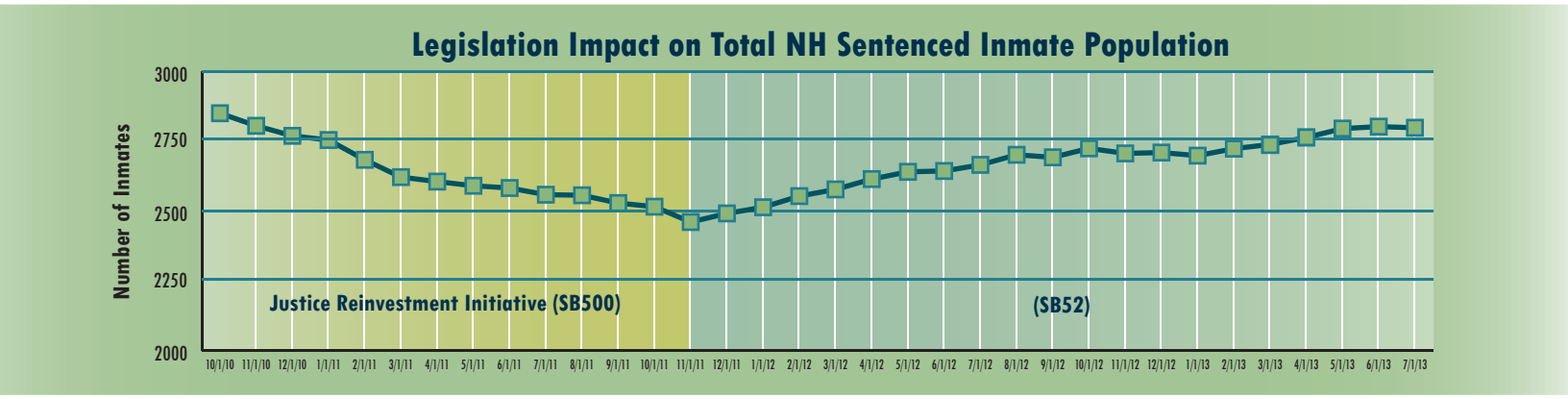
*Unknowns are inmates housed for other jurisdictions or residents of SPU who are on involuntary committal.

(Continued)

NH Adult Parole Board SFY 2013	
Parole Hearings Conducted	1,842
Inmates Approved for Parole	959
Inmates Denied Parole	232
Inmates Released to Parole	1,360
Paroles Revoked	502

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





In-State Offender Population on June 30, 2013					
	State Fiscal Year				
Facility	**2009**	**2010**	**2011**	**2012**	**2013**
NH State Prison - Men	1,448	1,516	1,363	1,439	1,480
Northern Correctional Facility	729	729	601	625	649
NH State Prison - Women	145	148	107	140	162
Lakes Region Facility	50				
Total Secured Facilities	**2,372**	**2,393**	**2,071**	**2,204**	**2,291**
+ Probation/Parole	13,317	15,512	14,016	15,306	16,326
+ SPU/RTU	49	58	59	59	85
+ Transitional Housing	312	300	315	317	313
Total Population at Year End	**16,050**	**18,263**	**16,461**	**17,886**	**19,015**

Unlike the charts on pages 16-17, the data in this chart does not include New Hampshire inmates being held in other jurisdictions, but does include inmates from other jurisdictions held in New Hampshire.

STUDIES OF RECIDIVISM

Joan Schwartz, PhD., Administrator of Research

Each year, the NH Department of Corrections conducts studies of recidivism to determine the number and percent of offenders who return to prison within three years of their release. The most recent study of recidivism tracks offenders released in SFY 2008. Of the 1,147 offenders released that year, 495 returned to prison within three years of their release, representing an overall recidivism rate of 43.2 percent. The recidivism rate for the 2008 cohort represents the third consecutive year for which recidivism rates have declined.

Recidivism by Crime and Gender

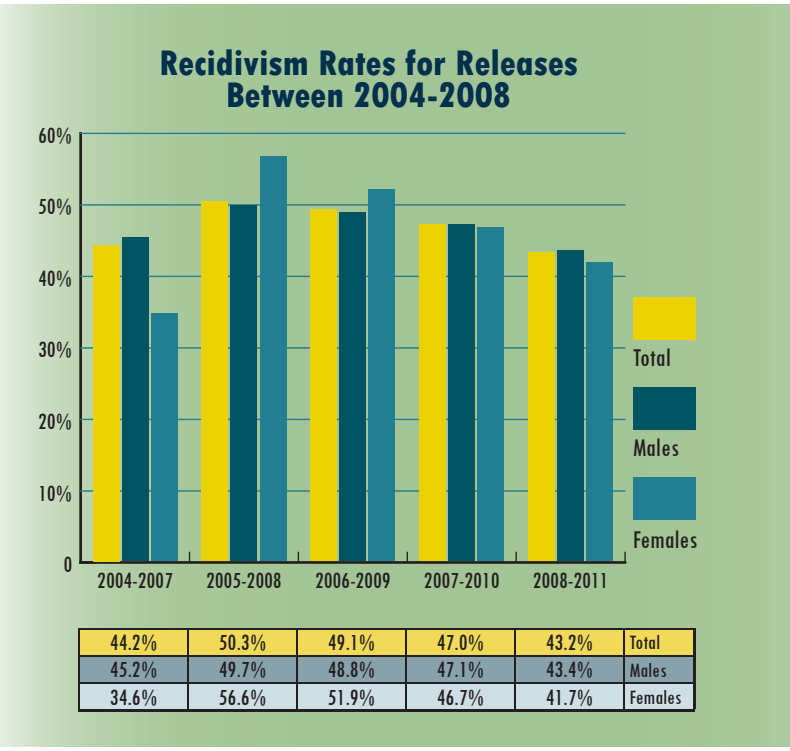
Recidivism rates often differ by crime type and gender. The recidivism rate for males released in 2008 was 43.4 percent, while the recidivism rate for females was 41.7 percent. Recidivism rates for males were highest for those convicted of property crimes, while the lowest recidivism rate by crime type for males was for those convicted of violent crimes. The highest recidivism rate for females by crime type was for women convicted of violent crimes, while the lowest recidivism rate for females was for those convicted of property crimes, followed closely by those convicted of drug crimes.

Reasons for Return to Prison

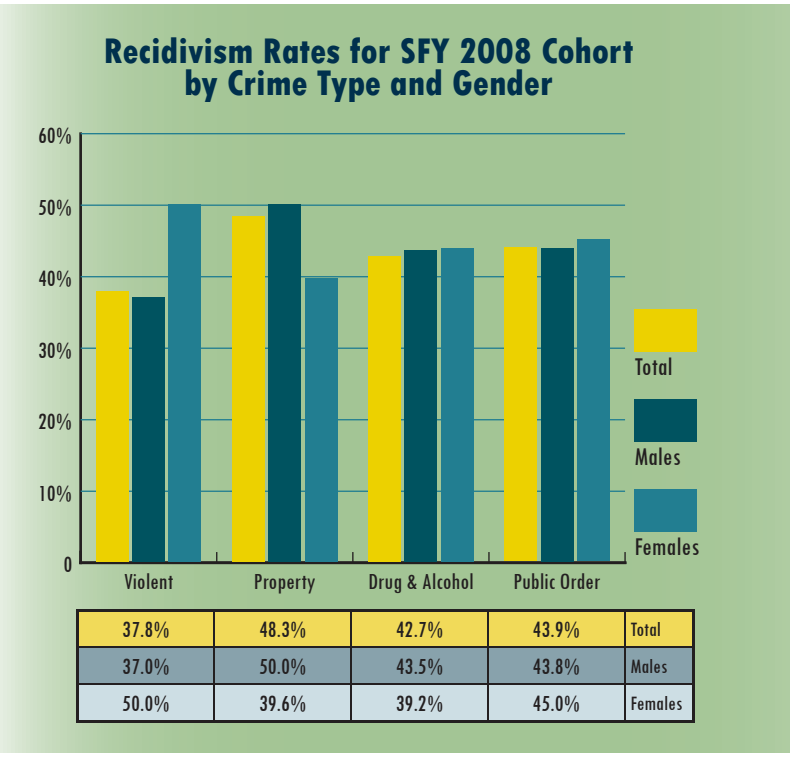
A study of the reasons for return to prison on the part of recidivists from the 2008 cohort reveals that six percent of recidivists returned to prison on a new sentence, 48 percent returned to prison for an arrest on new charges, and 44 percent returned for technical violations related to conditions of their parole. Crimes of public order (e.g., habitual offender, resisting arrest, etc.) represented the largest proportion of crime type for which recidivists returned on a new sentence or new charges.

Of the 218 recidivists who were returned to prison for technical violations, 80 percent were returned for violations related to drug and/or alcohol use. Drug and/or alcohol related crimes were also cited in almost half (49 percent) of the 236 cases of offenders returned to prison for an arrest on new charges.

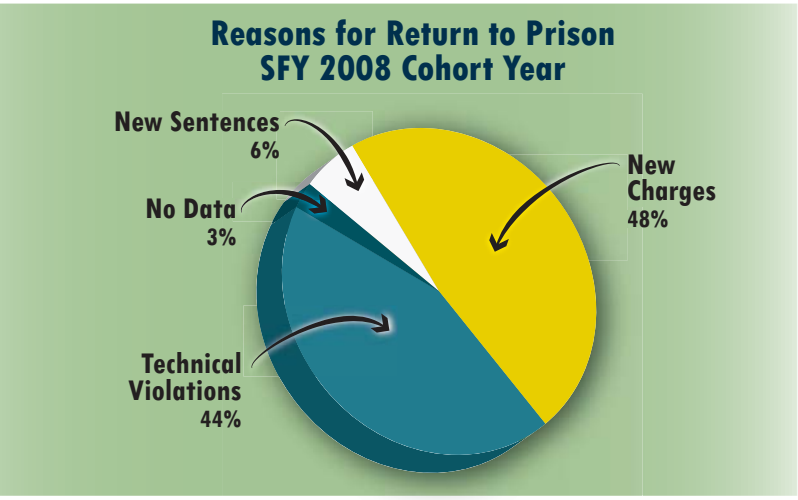
Offenders under supervision in the community often abscond from supervision. Of the 236 offenders returned to prison on new charges, 19 percent had absconded from supervision at the time of their arrest. Of the 218 offenders returned on technical violations, 33 percent had absconded from supervision. Of the 495 offenders returned to prison after their release in 2008, 25 percent had absconded from supervision.



44.2%	50.3%	49.1%	47.0%	43.2%	Total
45.2%	49.7%	48.8%	47.1%	43.4%	Males
34.6%	56.6%	51.9%	46.7%	41.7%	Females



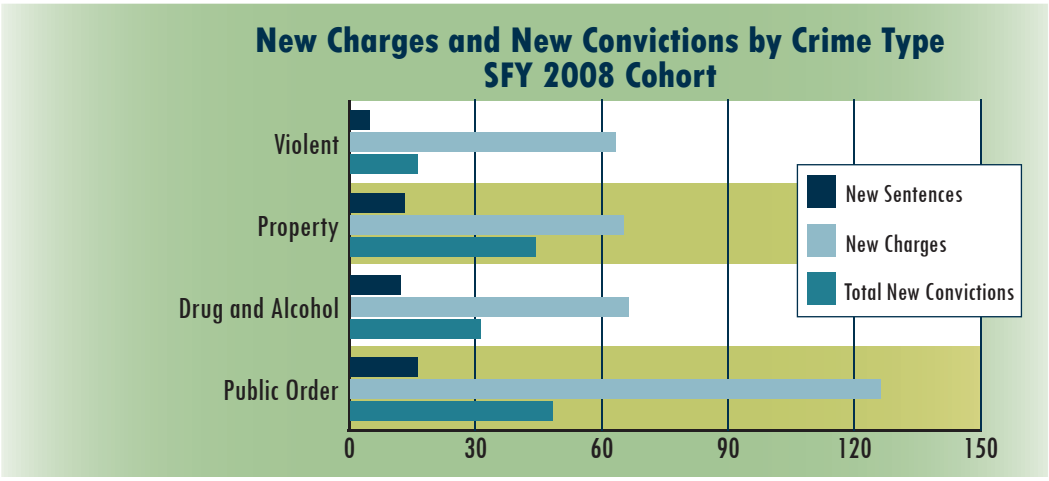
37.8%	48.3%	42.7%	43.9%	Total
37.0%	50.0%	43.5%	43.8%	Males
50.0%	39.6%	39.2%	45.0%	Females

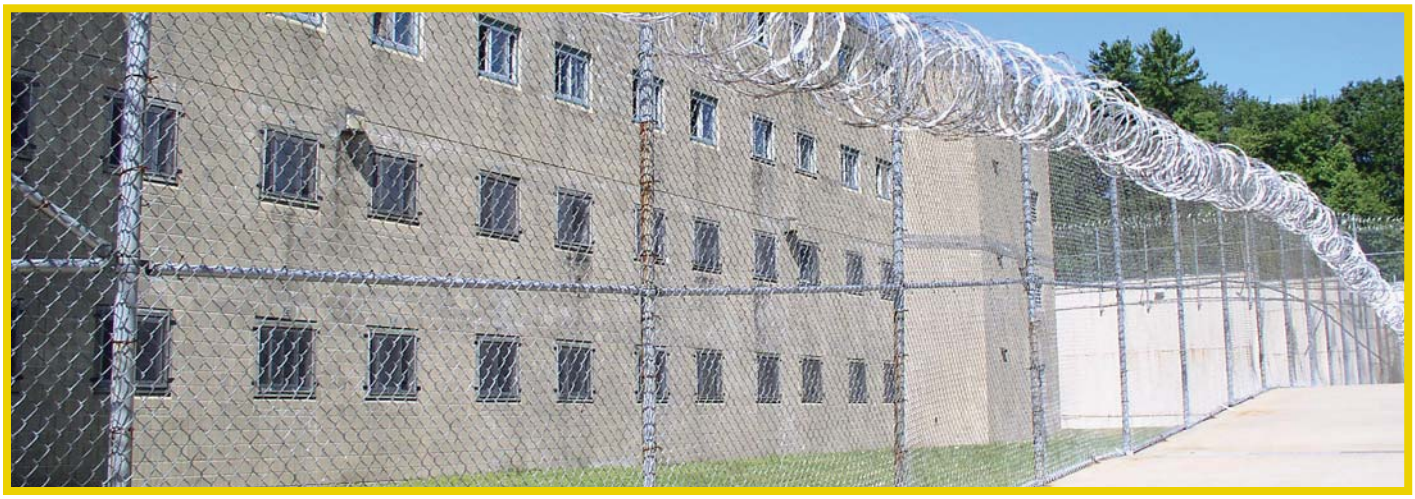


Technical Violations

Rule violation type	Number	Percent
Drug and alcohol related violations	174	80%
Illegal drug use	119	55%
Failure to report	86	39%
Change of residence without permission	82	38%
Alcohol use or treatment failure	71	33%
Failure to maintain employment	32	15%
Association with criminals	31	14%
Other additional restrictions	22	10%

Offenders are often returned to prison for multiple violations. This chart represents all of the technical violations attributed to the 218 offenders released in SFY 2008 who returned to prison by 2011.





DIVISION OF MEDICAL AND FORENSIC SERVICES

Helen Hanks, M.M., Director

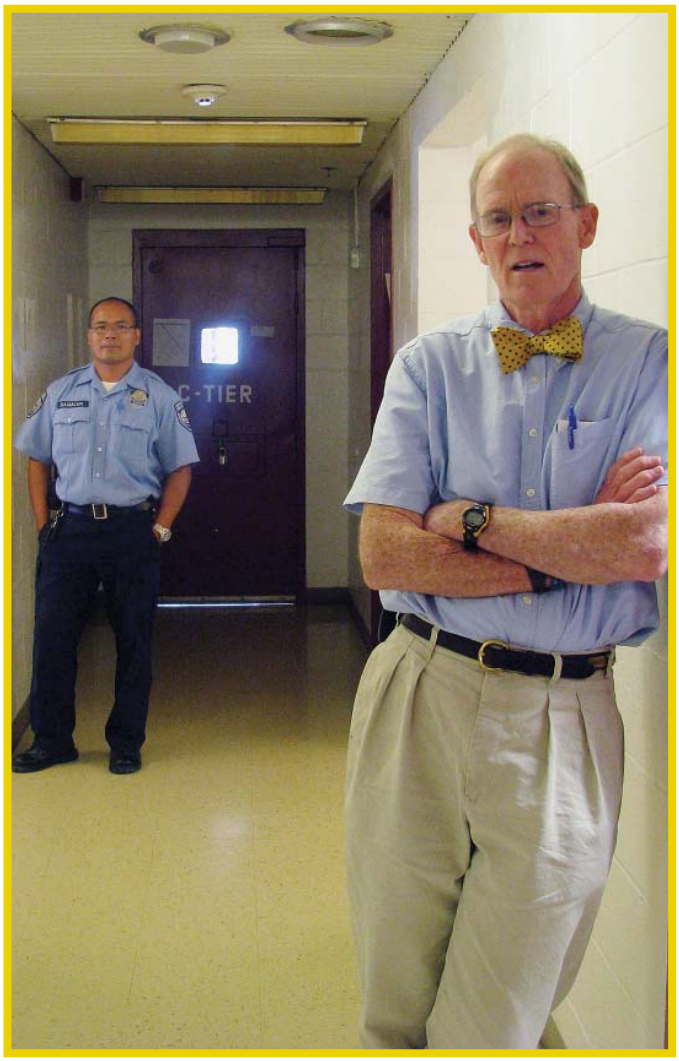
The Division of Medical and Forensic Services is the treatment entity of the Department. Staff within this division are integral to providing constitutionally appropriate health and behavioral health care to approximately 2,700 inmates and civil committees in our custody. A significant number of these 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 services provided to those in the care of this Division, along with advancements and changes achieved in SFY 2013, are described in the following sections.

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.

The Division contracts with MHM, Inc. to provide collaborative behavioral health, medical and dental services.

Behavioral Health Services

The Department has 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 model within corrections. Inpatient needs are served through the Secure Psychiatric Unit. The Department has established three units for residential treatment needs at the three prison sites: The Residential Treatment Unit in Concord specifically for men; the Wellness Block at the Berlin facility for men; and a new Wellness Block for women at the State Prison in Goffstown.



Secure Psychiatric Unit (SPU)

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 the secure facility designated to treat individuals committed under the State's Sexually Violent Predator law; currently we have two people committed under this statute.

The SPU offers a psychiatric hospital level of care within a secure setting. There are approximately 30 hours per week of structured and unstructured therapeutic and diversional interventions available for residents, contingent upon individual treatment planning facilitated by the diverse disciplines assessing the client's needs. The SPU continues to provide quality psychi-

(Continued)

atric care via its team of highly dedicated psychiatric, clinical, nursing, and security staff who continually strive to improve the level of care provided. The security staff are 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 2013, there were 91 admissions to SPU and 72 discharges. Of those discharged, 56 percent went to General Population settings and 24 percent went to the Residential Treatment Unit (RTU). The average length of stay in SPU for SFY 2013 was 110 days with the median length of stay being 67 days.

Residential Treatment Unit (RTU)

The RTU 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 average length of stay in RTU for SFY 2013 was approximately 160 days. During that time frame a total of 23 inmates were discharged from RTU: Fifteen to General Population, four to parole, two were admitted to SPU, one to transitional housing, and one maxed out.

The RTU, like the SPU, offers inmates approximately 30 hours per week of structured and unstructured therapeutic and diversional interventions. After professional evaluation by specific disciplines, the inmate and treatment team develop a specific, individualized treatment plan. The psychiatric, clinical, nursing and security disciplines continue to strive toward best practices models and providing evidence-based treatment modalities.

General Prison-Based Behavioral Health Services

Behavioral health staff carefully screen for at-risk behavior with every individual entering custody. Staff have undergone rigorous training this past year on a new assessment tool to screen for concerns regarding suicidal thoughts or plans. Mental health clinicians work with security staff and other healthcare staff in the surveillance of risky behaviors. Behavioral health services are provided to any inmate who is diagnosed with a mental health disorder in need of services. This team provides 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.

Through effective collaboration between behavioral health colleagues and security 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. A high percentage of female inmates

receiving mental health services within the Department have substance use disorders (60 percent of those diagnosed receiving treatment) and trauma.

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 continues to effectively and accurately track offender access to dental services within the Department. The Dental Clinic participates with Tufts University School of Dental Medicine and NH Technical Institute for externship opportunities. During the year, the Dental Clinic 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 and Nursing Services

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

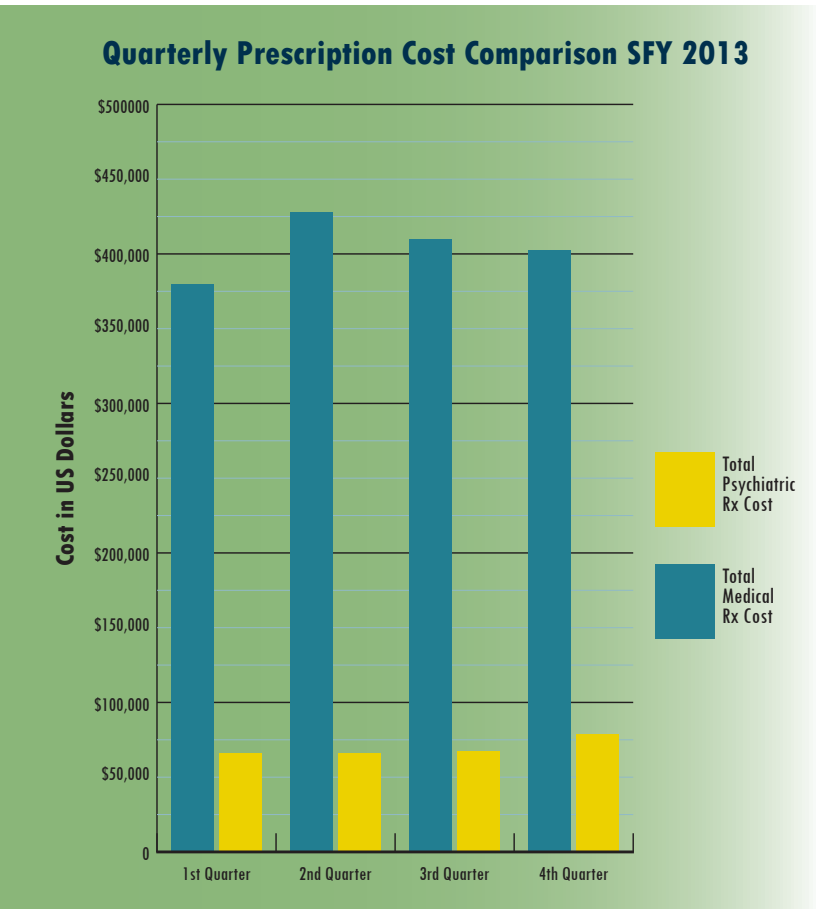
At the Department's correctional facilities, nursing staff provided infirmary care, triaged emergent and sick call services, and administered medications as ordered by providers for individuals under departmental custody. During the year, nursing staff responded to numerous calls to housing units to administer immediate assistance to offenders in medical distress. In addition, nursing staff rendered educational group sessions to male and female offenders in the wellness blocks to better enable them to understand their own needs, establish compliance with their treatment, and advocate for their future care needs.

Through agreements with colleges within the state, the NHSP/M nursing team has historically provided student rotations. This year those efforts were expanded with St. Anselm and NH Community and Technical College. Nursing staff assigned to the NH State Prison for Women provided nurse observation rotations for student nurses to foster awareness in the field of correctional nursing and enhance departmental recruitment.

Providers under the leadership of the Department's Chief Medical Officer implemented numerous joint practice and discipline specific meetings to align treatment practices as well as review complicated cases 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.

(Continued)

Action steps are in place to implement CPOE at the other sites in order to enhance overall Division efficiency. CPOE will eliminate the potential for error created by handwritten orders, allow immediate organized access to individual prescription histories, and streamline the nursing process. Conversion of all facilities is anticipated for SFY 2014.



Pharmaceutical Services

In order to meet the medical needs of residents in custody, the pharmaceutical department processed 195,664 prescriptions, an increase of 14.4 percent from the previous year. The average cost per prescription was $9.70, down 6.6 percent from the previous year. Although the volume is increasing, the average cost per prescription is trending down for multiple reasons, including adherence to a carefully structured formulary, several expensive medications going off patent, and dispensing systems established to minimize medication waste. A Pharmaceutics and Therapeutics Committee (facilitated by the Chief Pharmacist) meets monthly, bringing the heads of the many healthcare disciplines together. The committee monitors activities with specific medications, reviews prescribing practices, monitors compliance with the Division's formulary, and makes recommendations for changes in practice patterns by providers. These meetings continue to educate providers on effective use of medications used to treat the many diagnoses managed in corrections.

Allied Health Professionals

The Division's Allied Health professionals provide direct care to all correctional sites in addition to providing oversight to their discipline specific area in conjunction with other healthcare practitioners. 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 and Residential Treatment Units to provide 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 the Pain Management clinic, management of eating disorders, review of community-based referrals, 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 health-care 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 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 aid the judge in making rulings on competency cases. The Chief Forensic Psychiatrist continues to monitor the state's processes to best assist the legal counsel involved in these cases to streamline and meet the statutory timelines for competency evaluations.

Not Guilty By Reason of Insanity Civil Commitments

The Department of Corrections monitors 28 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.

The Department monitors 28 individuals civilly committed as Not Guilty by Reason of Insanity, along with the on-going enforcement of their treatment regimen.

VICTIM SERVICES/ PREA

Jessica Parent, Administrator

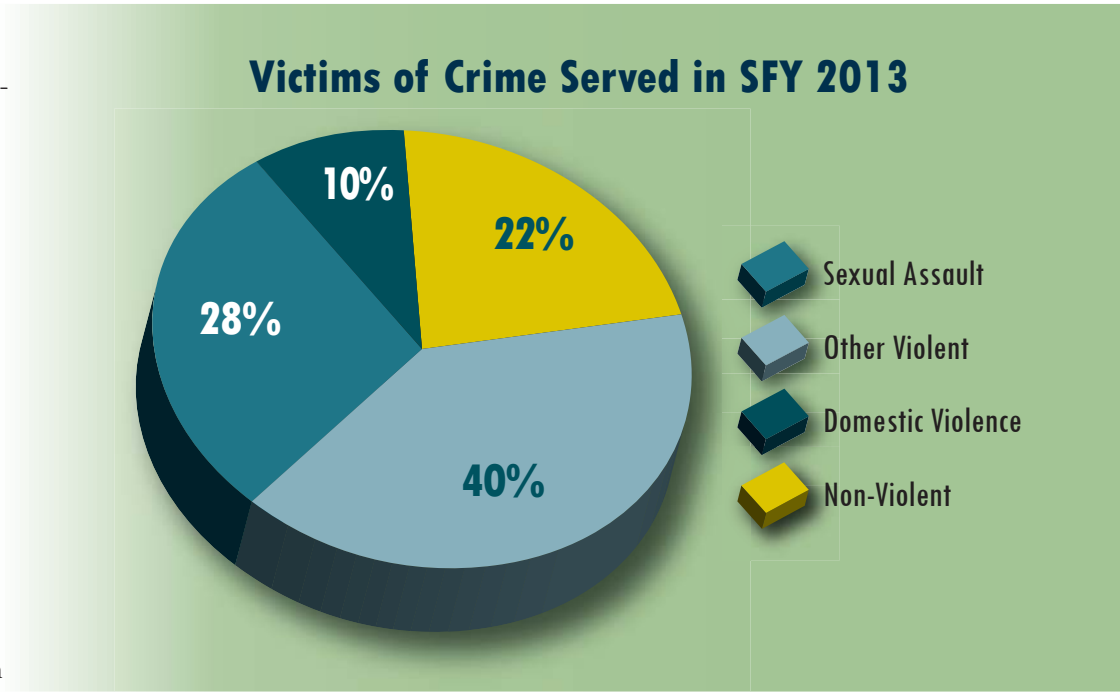
The NH Department of Corrections lost one of its most dedicated employees this past year. Peter Michaud, who developed the Office of Victim Services and was the administrator for over 15 years, died after a long battle with cancer. His death was felt around the country as he had advocated for the rights of victims all over the United States. The Office of Victim Services has been restructured and is rebuilding from the strong foundation Peter created. Jessica Parent was hired as the new Administrator of Victim Services, bringing with her considerable related experience.

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, the DOC is committed to honoring each crime victim's right to be informed, involved, and reasonably protected. Probation/Parole staff seek victim input during court-ordered, pre-sentence investigations. Crime victims' rights are also respected through enforcement of court-ordered restitution.

At the close of SFY 2013, 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. New requests for victim notification were received from 487 households. Victim Services staff documented 7,007 contacts with victims/survivors.

The Department continued its partnership with the NH AmeriCorps Victim Assistance Program, with an AmeriCorps Advocate working alongside NHDOC Victim Services staff serving crime victims statewide. Many people seek advocacy during the offender's reduced custody, re-entry and parole process. The Office of Victim Services documented 3,613 contacts specifically related to support and information as inmates are transitioning from prison to parole, a modest increase over SFY 2012. Victim safety planning and intimidation/harassment concerns are a priority whether offenders are sentenced to

probation or prison followed by parole. Victim Services staff documented responses to 21 individuals with specific safety concerns. Eleven survivors of violent crime initiated requests for Victim-Offender Dialogue, seeking a constructive conversation with their offenders facilitated by trained NHDOC staff and community partners.



PREA

The Prison Rape Elimination Act (PREA) 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. In SFY 2012, the SART implemented Case Review Protocols and began monthly case reviews. In SFY 2013, the PREA SART has continued case reviews and collaborated with mental health, medical, security, and other DOC staff in providing 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 in order to provide the highest level of support and services to survivors of prison sexual abuse.

The primary goal of PREA is to make reporting sexual abuse or other sexually abusive acts easier and less threatening than in years past. There was a 200 percent increase in reported PREA incidents from this past year. This does not mean that all reports are confirmed as acts of sexual abuse, however all reported cases are taken seriously and investigated equally. The PREA Victim Advocate teams with correctional investigators during interviews with inmates reporting sexual victimization. Information and emotional support were provided to 103 inmates with specific sexual abuse or safety concerns.

PREA training for both uniform and non-uniform staff continues to be part of DOC's annual training. The NHDOC has been moving forward to meet compliance with federal standards and preparing for a federal audit. The PREA Victim Advocate is also involved in assisting the Sununu Center staff in their preparation for compliance and audit.

Eleven survivors of violent crime initiated requests for Victim-Offender Dialogue facilitated by trained NHDOC staff and community partners.

GRANITE COR CORRECTIONAL INDUSTRIES

Fred Nichols, Administrator

GraniteCor, New Hampshire's prison industry, creates revenue-generating work environments that provide inmates with the work experience, job skills, and the confident attitude they will need in order to obtain and hold jobs once released. National studies have shown that high productivity inmate workers who produce products for the public have a lower rate of recidivism than comparable non-workers.

In SFY 2013, GraniteCor was able to pay 91 percent of its total expenses with the revenues it generates from the sale of products and services. Prior to SFY 2013, GraniteCor had to sell license plates at less than half the market value. That was corrected in SFY 2013.

GraniteCor met the challenges of budget cuts in 2013 by not filling positions as they became vacant, while adding a few new product lines. Since 2004, when most of the Industries staff wages were converted from General Fund, GraniteCor has paid at least 75 percent of its total costs.

During SFY 2013, GraniteCor entered into an agreement with Lilise Designer Resale of Concord, NH, to display items that are manufactured in Correctional Industries; through this arranagement members of the public can place orders for furniture and other manufactured items.

Print Services

Inmates are trained and employed in a wide variety of jobs found in the print industry ranging from bookkeeping, shipping, typesetting, production, graphics

and binding, to prep work and equipment maintenance. The Print Shop prints all state vehicle registration decals and temporary license plates, and has professional graphic design and photo enhancement capability. It produces many printed documents, including annual reports, forms, cards, letterhead, envelopes, and flyers.

Furniture and Cabinets

GraniteCor employs and trains male inmates in furniture, cabinet, and craft manufacturing at both NCF and NHSP/M. Customers include individuals, towns, schools, universities, counties, state agencies, and distributors. These shops were hit the hardest by the down economy but are beginning to see expanded opportunities.

Upholstery and Restoration Services

Inmates at NHSP/M and NCF are involved in a wide range of upholstery and re-upholstery services, including restoration of antiques, carriages and theater seating, furniture refinishing and re-caning, and the production of institutional mattresses.

Plates and Signs

GraniteCor produces all state road signage measuring less than 48 inches in width as well as all license plates used in New Hampshire. The Sign and Plate Shops work closely with the Department of Transportation and the Department of Safety, as well as towns, cities, counties, and schools to produce products they count on to be delivered on time.

The Executive Council commissioned GraniteCor to design and construct a leather upholstered chair with a State Seal for the occasion of Governor Lynch's retirement.

Farm

The Farm grows vegetables for inmate meals; cuts and bails hay sold to local horse and cow owners; cuts, splits, and delivers kindling to state park campgrounds; and operates a greenhouse. The Farm's irrigation pump was repaired and brought back into service this year which improved both quality and quantity of vegetables produced. The Farm added additional customers for its sawdust, vegetables, hay, and campfire wood this year. GraniteCor will take internal steps to add high-tunnels to expand the growing season at the Farm and create a small hydroponics capability as a precursor to a more robust hydroponics and aquaculture industry.

Quality Improvement Compliance, and Research

Benjamin Lewis, Ed.D, Administrator

SFY 2013 was a banner year for the NHDOC Quality Improvement Program with major progress being achieved in several 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 derived 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 efforts have 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.

The research arm of the bureau is responsible for conducting studies that look at factors associated with prison recidivism (see page 19). 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 in a fiscal (cohort) year, as well as the reasons for their return.

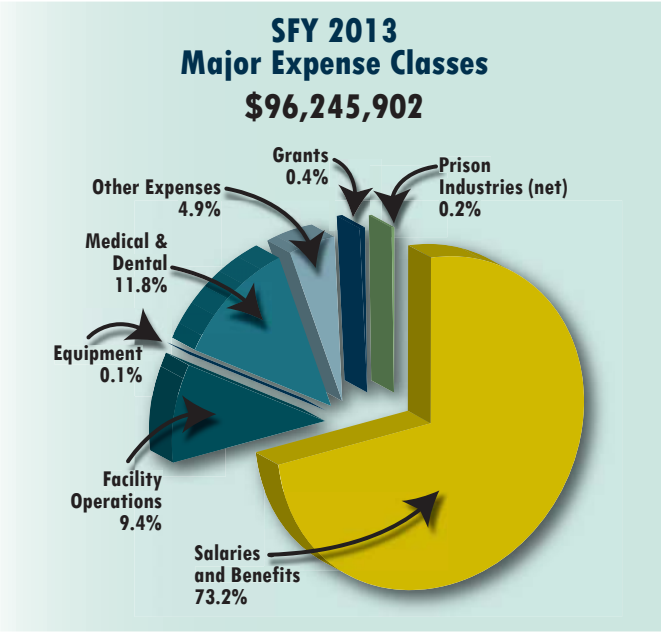
In addition to conducting annual studies of recidivism, the Office of Research conducts studies on issues internal to the Department on an ad hoc basis, and is responsible for coordinating research conducted by outside researchers, and state and federal agencies.

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.



During SFY 2013, the Division of Administration was heavily involved in the SFY 2014-15 budget process. The Division, along with the Commissioner, continued to advocate for the Department as it related to the trickle down effect of the State's economic challenges.

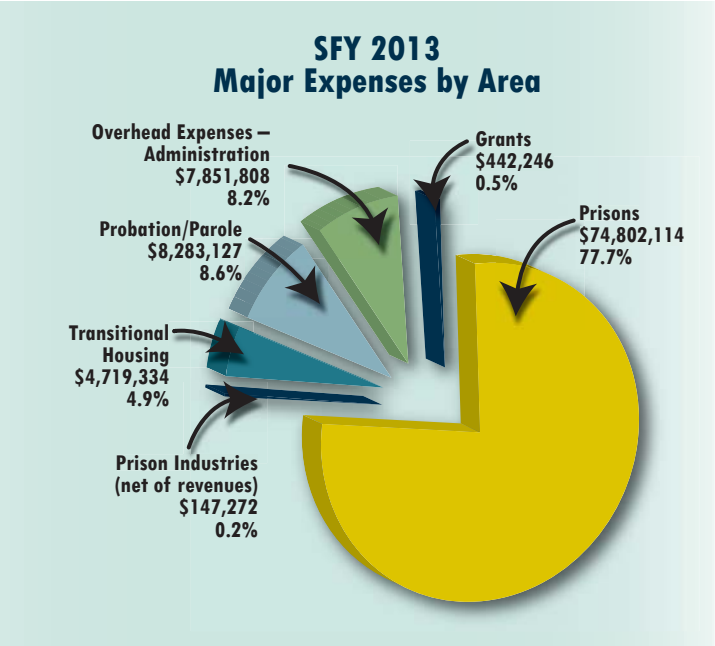
Being cognizant of the State's budget challenges, the Division worked with wardens and division directors to craft a responsible budget to maintain a safe and secure environment. When the dust settled in June 2013, the final budget reflected 65 unfunded positions coupled with an under appropriation in overtime. The final budget for the 2014-15 biennium will test the financial and staffing limits of the Department. The Financial Services staff managed not only the day-to-day financial operations (contracts, grants, inmate accounts, invoice processing, etc.) but also worked beyond reasonable expectations in assisting in the budget input process.

As in recent years with reduced staffing levels, the Financial Services and Contracts and Grants staff did a stellar job as they continue to execute their duties in an efficient and professional manner. The introduction of the Department of Administration's Shared Services Center resulted in four accounting positions lost. This loss combined with the Shared Services' protocol for accounts payable processing will continue to challenge the remaining Financial Services Unit.

The Logistical Services unit continues to do an exceptional job. The maintenance staff especially continue to keep the facilities mechanically operational as they face the daily challenges of maintaining the infrastructure of our facilities. Concord maintenance staff face the 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.

During SFY 2013, maintenance staff continued working on camera installations, electronic security system upgrades, light ballast replacements, fence repairs and heating systems. By using DOC maintenance staff on these projects, state money is saved; however, with less staff the projects generally extend from one fiscal year to the next as staff are taken off these ongoing projects to handle the more pressing daily emergencies as they arise.

(continued)



Grants SFY 2013

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 $49,351 for the 2013 fiscal year for a part-time GED teacher and teaching materials. In addition, the Department was awarded a Title 1 grant of $166,176.

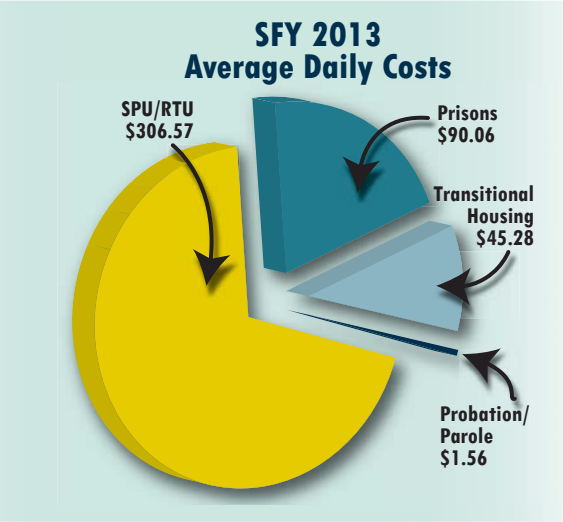
Last year the Department received a sub-grant of $237,736 from the Council of State Governments to implement Phase II of the Justice Reinvestment Initiative. These funds continue to be used to achieve several important enhancements, including: Training for staff on the utilization of evidence-based practices; 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 $151,100 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 focus is on improved victim notification in corrections and courts. The SAVIN project period is July 1, 2012 through September 30, 2013.

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 was for $93,101.

The FBI awarded the DOC a Safe Streets Task Force (SSTF) grant of $24,367, with a project period of October 1, 2012 through September 30, 2013.

The Family Connections Center (FCC) continues to partner with community agencies to apply for grants and create additional resources for the Family Connections Centers located at all three prisons. The FCC was the recipient of services provided by funds from the following grants awarded to our partner agencies in SFY 2013: In March 2013, Child and Family Services of NH partnered with the Family Connections Center to receive $7,500 from the Women's Fund and $5,000 from NH DCYF to provide parenting support staff services at the NH State Prison for Women in Goffstown and Shea Farm. In December 2012, the Linden Foundation awarded UNH 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 at the prisons in Berlin and Concord.



Total Expenses and Costs per Day SFY 2013

Expense Category	Prisons	Transitional Housing	Probation/ Parole	SPU/RTU
Total Expenses	$73,652,870	$5,138,540	$9,018,895	$7,954,068
divided by: Avg. Number of Offenders	2,241	311	15,818	71
equals: Avg. Annual Cost per Offender	$32,872	$16,527	$570	$111,898
divided by 365 equals: Avg. Daily Cost	$90.06	$45.28	$1.56	$306.57

DIVISION OF PROFESSIONAL STANDARDS

Colon Forbes, Director

The Department of Corrections' Division of Professional Standards is responsible for department-wide criminal and administrative investigations, as well as the administrative internal auditing function, which ensures that departmental practices comply with policy expectations. 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 uniformed 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 credible candidates. In SFY 2013, the Polygraph Unit conducted a total of 346 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 2013, the Hearings Bureau processed 7,982 disciplinary reports (1,323 of which resulted in hearings) and ordered restitution in the amount of $145,398.

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 2013, the Investigations Bureau staff conducted 1,221 investigations. In addition, the investigations staff received 76 indictments as a result of 24 criminal investigations presented to the Grand Jury.

Disciplinary Hearing Outcomes	
SFY 2013 Infractions	
Major Infractions	1,630
B Level Infractions	4,417
C Level Infractions	1,935
Total	**7,982**
SFY 2013 Dispositions	
Pled Guilty	619
Found Guilty	389
Incident Report	132
Filed Without Prejudice	134
Found Not Guilty	12
Other	37
Total	**1,323**

SFY 2013 Indictments		
RSA 642:9	Assaults by Prisoners	4
RSA 622:24	Delivery of Articles to Prisoners	28
RSA 629:3	Conspiracy to Delivery of Articles to Prisoners	12
RSA 318-B:2	Controlled Drug Act	23
RSA 159:3	Felon in Possession	4
	Other	5
	Total	**76**

SFY 2013 Investigations	
Criminal	50
Administrative	15
PREA (Prison Sexual Assault)	57
Agency Assists	240
Unit Assist	842
Other	17
Total	**1,221**

INFORMATION TECHNOLOGY & BUSINESS INFORMATION

Linda Socha, DoIT Manager for NHDOC
Ron Cormier, Business Systems 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 network support, server operations, desktop support, and application development.

Improving communications and increasing efficiency and security are always the primary goals. Efforts continue to improve the DOC network architecture, which encompasses the rebuilding of the DOC servers, upgrades to critical network hardware, and installation of new data lines in order to provide optimal operations and improved security. The architecture changes and upgrades allow the DOC to prepare and respond to cost savings initiatives that can only be accomplished with a stable network environment. These initiatives include, but are not limited to, statewide video conferencing, electronic medical records, and Voice Over Internet Protocol (VOIP) technology. By December 31, 2013, the Department will have completed consolidating its network and upgraded all lines between the facilities, Transitional Housing Units and the District Offices.

During SFY 2013, the Desktop Services Group focused on upgrading print services, increasing security on devices used on the network and assisted with the network upgrades. They also worked to begin the conversion from Windows XP to Windows 7 for several areas. In addition, Desktop Services received and resolved more than 2,800 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 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 93 project requests; by the end of SFY 2013, 87 of these requests were completed, three were in an active status, and the remainder were pending assignment or withdrawn. A large percentage of these projects involved enhancements to existing systems and the development of additional applications to replace paper processes.

DIVISION OF SECURITY & 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 Classifications and Offender Records.

During SFY 2013, one corrections academy was facilitated, graduating 15 Correctional Officers, and three pre-service trainings were facilitated for 32 non-uniform staff members.

Supervisory training for uniform staff this period consisted of correspondence courses and computer-based training on the following topics: Decision Making and Problem Solving, Prison Emergency Management, and the Incident Command System for Prisons. Other computer-based training developed and made available included: Religious Opportunities, Government, Courts and Corrections, and the Inmate Classification Process.

The NHDOC purchased and placed into service a new wheel chair and stretcher accessible van for use by the NHSP/M and NHSP/W facilities. This should substantially decrease reliance on private transportation companies and the associated costs.

Training for use of the Ohio Risk Assessment System (ORAS) was completed and the new assessment was implemented throughout the Department.

Use of a new semi-automatic rifle was implemented at NHSP/M, replacing the 15-year-old Police Carbines. The entire Department has now transitioned to the Glock semi-automatic pistol. 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.

Also during this fiscal year, a vehicle fleet needs assessment was completed, and some vehicle reassignments were made as a result. Other adjustments to the fleet will be made as vehicles are replaced.

BUREAU OF HUMAN RESOURCES

Lisa Currier, Administrator

During SFY 2013, the Bureau of Human Resources continued to focus on agency recruitment efforts. Of 183 positions posted and processed, 120 positions were filled either by promotion, voluntary demotion, lateral transfer, or new hires. The Department of Corrections hired 52 new full-time employees and 10 part-time employees to fill vacancies. Fourteen positions were reclassified or reallocated due to reorganization and/or operational changes.

The Bureau proceeded with various projects throughout the year. A review and update of the Department's Recruitment and Retention Policy was initiated based upon LBA recommendations and NH Division of Personnel Administrative Rule changes resulting from the implementation of the New Hampshire First System.

Also, due to new federal regulations associated with the Prison Rape Elimination Act (PREA) and the Criminal Justice Information System (CJIS), language was included in the Department's recruitment policy to ensure fingerprinting was included with our criminal background checks as part of our pre-employment and selection process when filling vacancies. Additional steps were also taken to implement, coordinate and establish procedures to ensure current employees have fingerprinting and criminal records checks performed every five years.

Agency efforts continued through SFY 2013 to implement NH First Phase One changes associated with the NH First Electronic Time Management System. New agency HR and payroll administrative functions were implemented which included processing certain employee transactions through the new system. During early February, the HR Bureau team attended training in preparation for the transition from the old Government Human Resource System (GHRS) to the NH First System.

NH First Phase Two included Employee Space. This phase provided employees with access to Employee Self Service information including pay, benefits and leave balance. NH First Phase Three was the introduction of the NH First Managers Space, providing Agency managers access to additional resource information.

NH First Phase Four was the implementation of online recruitment. Internal steps were taken to revamp

		Actual on June 30, 2013			
Position	**SFY 2013 Budgeted**	**Filled**	**Funded Vacancies**	**Unfunded Vacancies**	**Total Vacancies**
Executives	12	12	0	0	0
Managers/Administrators	29	23	6	0	6
Correctional Officers	470	410	60	0	60
Probation/Parole Officers	70	64	6	0	6
Medical Personnel	62	59	3	0	3
Teachers/Instructors	24	21	3	0	3
Shop Supervisors/Tradesmen	62	55	7	0	7
Recreational Personnel	2	2	0	0	0
Clerical/Administrative	98	88	10	0	10
Correctional Counselor/Case Manager	44	41	3	0	3
Psychologists/Social Workers	20	18	2	0	2
TOTALS	**893**	**793**	**100**	**0**	**100**

State Corrections Positions by Year										
	SFY 04	SFY 05	SFY 06	SFY 07	SFY 08	SFY 09	SFY 10	SFY 11	SFY 12	SFY13
Executives	9	9	9	9	9	11	12	12	12	12
Managers/Administrators	62	68	68	68	71	69	57	38	30	29
Correctional Officers	628	626	625	605	596	590	531	493	471	470
Probation/Parole Officers	72	71	71	71	72	71	71	70	70	70
Medical Personnel	60	57	57	73	67	72	70	66	62	62
Teachers/Instructors	32	30	30	28	29	28	28	29	24	24
Shop Supervisors/Tradesmen	79	74	75	70	70	72	63	60	62	62
Recreational Personnel	1	1	1	3	3	3	2	2	2	2
Clerical/Administrative	122	115	117	106	102	104	111	108	101	98
Correctional Counselor/Case Manager	51	46	46	40	38	39	39	45	44	44
Psychological/Social Workers	20	19	18	30	30	30	30	24	20	20
TOTALS	**1136**	**1116**	**1117**	**1103**	**1087**	**1089**	**1014**	**947**	**898**	**893**

the vacancy posting procedures and develop methods to ensure that the Department's lateral transfer process was not interrupted, while ensuring that the agency met the posting requirements associated with the State Internal Job Posting protocols.

Throughout SFY 2013, the Bureau continued to work with the Police Standards and Training Council to ensure that all required notifications were sent to PSTC for new hires and other employee changes. The Bureau also 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.

The Human Resources Bureau worked closely with labor and management to maintain effective working relationships with the three different unions associated with NHDOC. The Bureau continued to monitor employee job changes that could impact an employee's bargaining unit.

The Bureau continued to work closely with the Attorney General's office on employee and union litigation matters throughout the year. Also, the Bureau continued to work with employees, supervisors, and managers on personnel issues to ensure compliance with the NH Division of Personnel Rules, Collective Bargaining Agreements, and Departmental Policies.

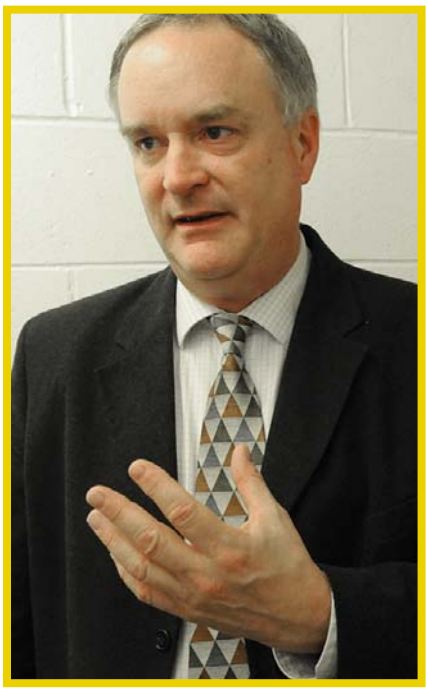
Overall, SFY 2013 proved to be a challenging year and resulted in major impact to the Bureau of Human Resources' operations. To accommodate and meet those challenges, the Bureau worked to realign duties and tasks utilizing its existing resources to minimize any interruption to services for agency employees.

The HR team met the challenges of SFY 2013 by realigning duties and tasks, utilizing existing resources to minimize interruption to services.

IMPACT OF THE 2013 LEGISLATIVE SESSION

Jeffrey Lyons, Public Information Officer

Eleven bills in the 2013 Legislative session had a direct impact on Corrections. Three of those bills passed, four were defeated and four were retained for study.



The 2013 Legislative session was a busy one for the Department of Corrections. It was the year when the 2014-2015 biennial budget and capital budgets were implemented. There were 11 bills that had a direct impact on Corrections. Three of those bills passed. Four were defeated and four were retained to be studied at the beginning of SFY 2014.

Of the three that passed, House Bill (HB) 432 could result in substantial savings in Corrections health care costs. This bill amended current statute to require that the Department pay independent health care providers licensed in this state no more than 125 percent of the Medicare allowable rate for care provided for prisoners in our facilities.

HB 644 was requested by the NH Adult Parole Board and it makes various technical changes to the parole statutes in the way an offender's recommitment period is calculated, in the way parole hearings are noticed, and by allowing Probation/Parole Officers more opportunities to impose seven-day sanctions on offenders who violate their probation.

HB 477, relating to differential pay for medical staff in the Department of Corrections, passed at the very end of the 2013 session. It allows the statutory hazardous duty pay for nurses to become a negotiable item in labor-management discussions.

The four bills that were retained in their original legislative committees were: HB 404-FN and HB 649-FN, which relate to earned time credits for inmates who complete programs and treatment; HB 646-FN pertains to setting up a business structure for Correctional Industries/GraniteCor; and HB 480, which would restrict the use of solitary confinement in our facilities. There had been no resolution on these bills at the end of SFY 2013. All four bills are required to be reported out of their committees by November 1, 2013.

The following four bills were found Inexpedient to Legislate: HB 164, to establish legislative oversight on Corrections issues; HB 167, relative to notice and information provided to the victim or the victim's next of kin of a person seeking parole; HB 443, to prohibit prison privatization; and Senate Bill (SB) 136, relative to the rights of immediate family of crime victims.

We provided tours of the State Prison for Men and the State Prison for Women to members of the House Criminal Justice and Public Safety Committee, the House Public Works and Highways Committee, the House Finance Committee, and the House Children and Family Law Committee.

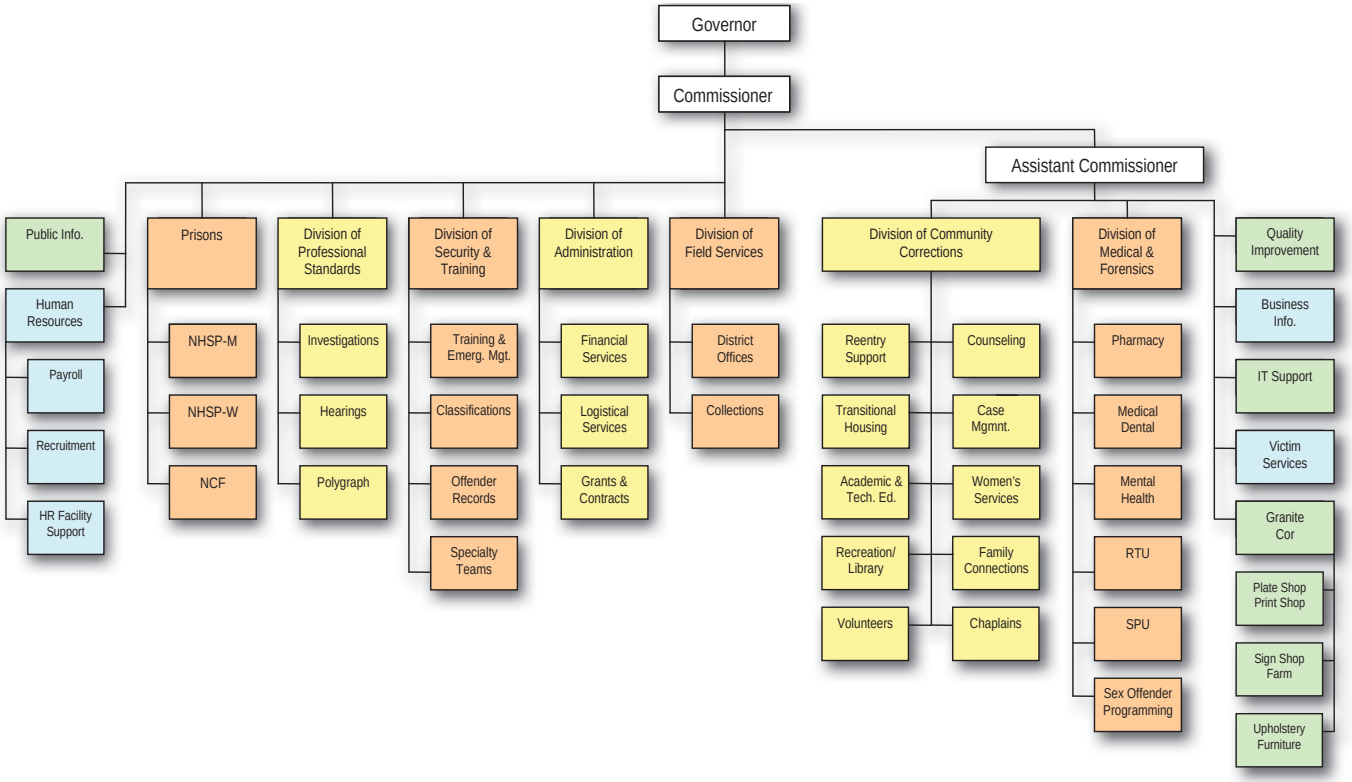
In May members of the House Criminal Justice and Public Safety Committee met with inmates at the NHSP/M to hear testimony on HB 404-FN and HB 649-FN.

The 2014-2015 biennial budget appropriated to the Department was $104 million in the first year and $107 million in the second.

The adoption of the 2014-2015 capital budget included a $38 million appropriation to build a new women's prison. It also included $130,000 to replace fuel tanks in Concord and $500,000 to implement an electronic medical records system.

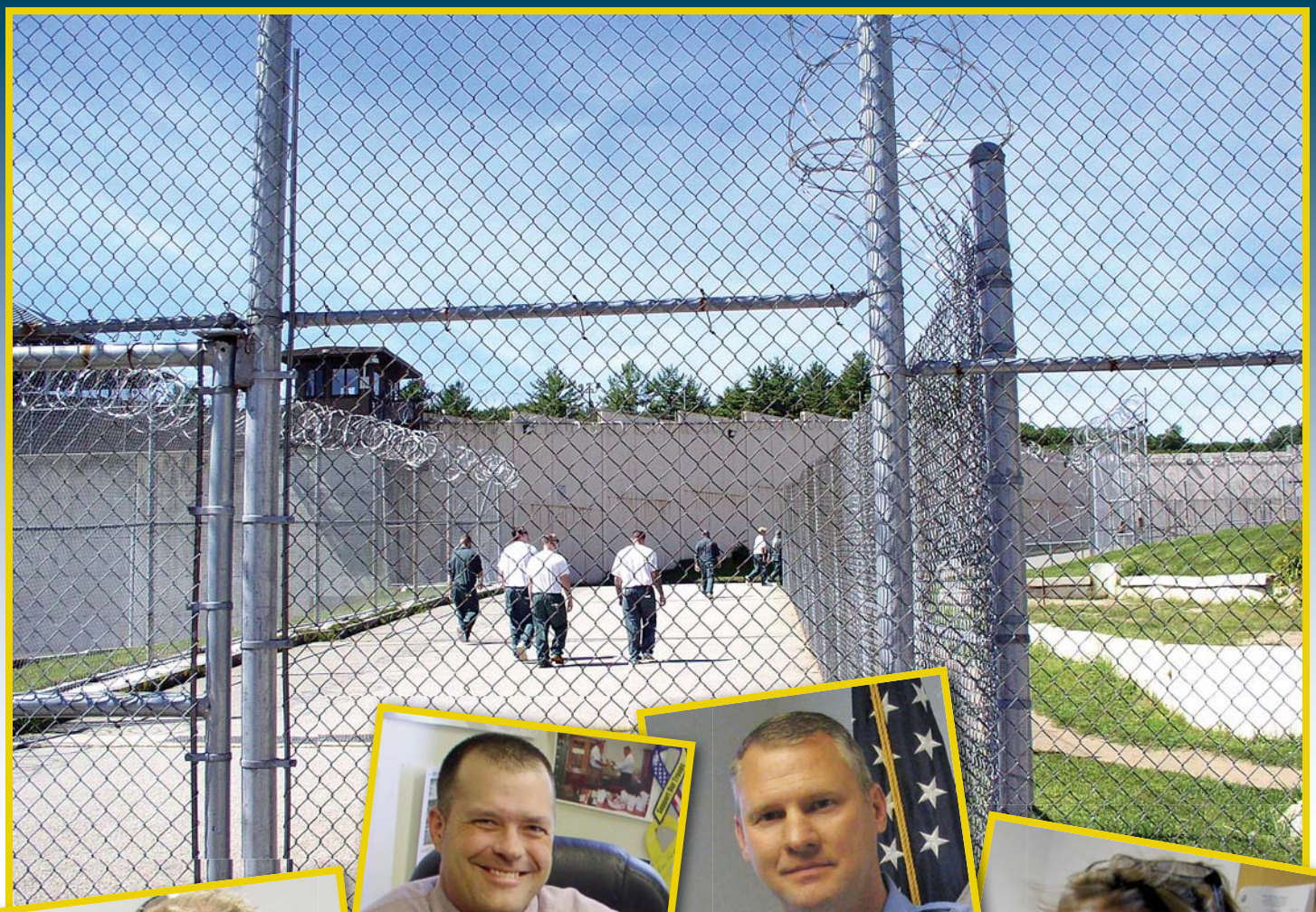
ORGANIZATIONAL CHART

New Hampshire Department of Corrections
as of June 30, 2013



NHDOC Acronyms and Abbreviations used in the Annual Report

ADA . . . . . Americans with Disabilities Act
AHC . . . . . Administrative Home Confinement
ARRA . . . . . American Recovery and Reinvestment Act
C1 . . . . . Work Release Classification
C2 . . . . . Minimum Security Classification
C3 . . . . . Medium Security Classification
C4 . . . . . Close Custody Classification
C5 . . . . . Maximum Security Classification (SHU)
CC/CM . . . . . Correctional Counselor/ Case Manager
CCU . . . . . Close Custody Unit (C4)
CJIS . . . . . Criminal Justice Information System
CO . . . . . Correctional Officer
COPS . . . . . Community Oriented Policing Services
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
DOE . . . . . Department of Education
DoIT . . . . . Department of Information Technology
DOJ . . . . . Department of Justice
EPICS . . . . . Effective Practices in Community Supervision
ESOL . . . . . English for Speakers of Other Languages
FCC . . . . . Family Connections Center
FN . . . . . Fiscal Note
GED . . . . . General Education Diploma
GHRS . . . . . Government Human Resource System
GSHS . . . . . Granite State High School
HB . . . . . House Bill
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
MCN . . . . . Medium Custody North
MCS . . . . . Medium Custody South
MHM . . . . . Mental Health Management, Inc.
MHU . . . . . Mental Health Unit
MSU . . . . . Minimum Security Unit (C2)
NCF . . . . . Northern NH Correctional Facility
NGRI . . . . . Not Guilty by Reason of Insanity
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
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
SSTF . . . . . Safe Streets Task Force
SVP . . . . . Sexually Violent Predator
TABE . . . . . Test of Adult Basic Education
THU . . . . . Transitional Housing Unit (C1)
TWC . . . . . Transitional Work Center (C2)
UNH . . . . . University of New Hampshire
VOCA . . . . . Victim of Crimes Act
VOIP . . . . . Voice Over Internet Protocol



NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS

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