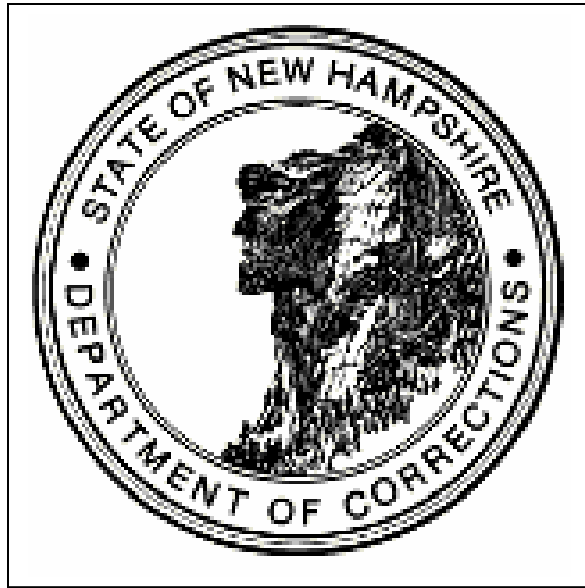


ANNUAL REPORT FOR THE FISCAL YEAR ENDING
JUNE 30, 2005

NEW HAMPSHIRE
DEPARTMENT OF CORRECTIONS



State of New Hampshire
July 1, 2004-June 30, 2005

John H. Lynch
Governor

Raymond S. Burton
Executive Councilor
First District

Peter J. Spaulding
Executive Councilor
Second District

Ruth L. Griffin
Executive Councilor
Third District

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Executive Councilor
Fourth District

Debra Pignatelli
Executive Councilor
Fifth District

New Hampshire Department of Corrections
Annual Report for the Fiscal Year Ending June 30, 2005
Stephen J. Curry, Commissioner

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The New Hampshire Department of Corrections Annual Report for the Fiscal Year that began on July 1, 2004 and ended on June 30, 2005 is published by the New Hampshire Department of Corrections, PO Box 1806, Concord, New Hampshire, 03302-1806. For information please call (603) 271-5600. Circulation: 300. The Annual Report is also available on the Department of Corrections web page at www.state.nh.us/doc.

FORWARD

It is my pleasure to submit the New Hampshire Department of Corrections Annual Report for Fiscal Year 2005. Stephen Curry was the Commissioner during the period covered by this report but left the Department prior to the completion of this report. This message and report include information he prepared before his departure.

Much change occurred during July 1, 2004 - June 30, 2005. Commissioner Curry was appointed shortly after the start of the fiscal year. He guided the Department through some significant changes designed to move us forward in a systematic fashion. These changes included:

- NHDOC began the groundwork for a long term reorganization of the functional activities within the Department.
- The Governor and Executive Council awarded a contract to *xwave* to develop and implement a system-wide offender management database.
- New elements of departmental training strategy were incorporated into the Correctional Academy pre-service training.
- NHDOC met the challenge of functioning at an unacceptable level of staffing due in part to military activations and unfilled positions. Staff recruitment efforts increased with the appointment of a recruiter at each facility. This is a staff person who volunteers to assist in external and internal recruitment activities in addition to other assignments.
- NHDOC worked with the Legislature to develop and present a thoughtful 2006-2007 biennial budget, which defined the necessity to increase staff and develop a rotating equipment budget to replace vehicles, radios, and other important tools to maintain a high level of security.
- New hiring guidelines were explored with the intent of implementing procedural changes in FY-06 for all uniformed positions above sergeant and civilian positions above case counselor/case manager.

During this fiscal year the Department completed its first comprehensive study of returns to prison, often referred to as “recidivism.” A total of 990 people who were released from prison in 2001 were tracked for the three year period following their release and became known as Cohort Group #1. Approximately 44% (43.9%) of them were returned to prison for a parole violation or a new crime within the three-year period after their release.

Females comprised 10% of Cohort Group #1 and they had a return rate of 38.6%, and males had a return rate of 44.5%.

While the Department has a role in reducing the number of offenders returning to prison, recidivism is a community responsibility as well. The offenders released to the community need programming and treatment providers to help them continue the pro-social behaviors they learned while in custody ...and the Department cannot do that alone. While we continue to provide services to those in custody, resources are needed

for offenders in the community if we are to reduce the number of offenders who return to prison.

The Department has seen an increase in the prison population of 1100 inmates and an increase of 2855 offenders on community supervision over the past four years. During the same period, the number of staff decreased by 46.

The Department continues to house a population in excess of the designed capacity of our facilities. The system capacity is approximately 2015 beds. At the end of Fiscal Year 2005 we had about 480 more inmates in custody than our facilities were designed to house or capable of housing.

At the same time, the Department is confronted with a failing infrastructure as the prisons in Concord and Laconia are in need of many costly repairs. The women's prison in Goffstown is a county owned facility which the Department leases from Hillsborough County. The accommodations are currently inadequate for long-term female incarceration and this population is continuing to increase in New Hampshire as it is nationally. The prison in Berlin is the newest of the prisons but it is already over four years old and some of the "high-use" systems can be expected to begin to fail in the coming years. The three halfway houses used to transition offenders back to the community are also in various states of disrepair and will need more attention in the near future. A thorough and thoughtful comprehensive strategy and a State commitment to address these concerns are needed if we are to successfully move forward and meet our statutory mission.

Despite physical plants needing attention and staffing challenges from budget reductions and military deployments, the staff at the New Hampshire Department of Corrections continued to perform their responsibilities professionally and with pride during Fiscal Year 2005. Their commitment to the agency and the correctional mission equals any other state correctional agency and is superior to most. Without their dedication, this state would find it very difficult to manage the offender population in New Hampshire.

The following pages contain considerable information about the Department, how we manage the offenders under our supervision and how we prepare them for return to our communities. I hope you find it helpful.

Respectfully submitted,

Mrs. Les S. Dolecal
Assistant Commissioner
New Hampshire Department of Corrections
Concord, New Hampshire

I. STATUTORIAL MISSION OF THE DEPARTMENT

The New Hampshire Department of Corrections (NHDOC) was created by statute in July 1983. NHDOC is responsible for:

- (a) Providing for, maintaining and administering such state correctional facilities and programs as may be required for the custody, safekeeping, control, correctional treatment and rehabilitation of inmates;
- (b) Supervising persons placed on probation and persons released on parole and administering probation and parole services; and
- (c) Acting in an advisory capacity in assisting law enforcement agencies and communities in the prevention of crime and delinquency (from RSA 21-H).

A. Mission Statement

- To enhance the public safety of the State of New Hampshire for its citizens.
- To provide effective custody and control, correctional treatment and rehabilitation of offenders throughout the total correctional system including probation, incarceration, and parole.
- To provide a rewarding work environment for all correctional employees including the opportunity for personal and professional development and growth.

B. Values Statement

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

Integrity

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

Respect

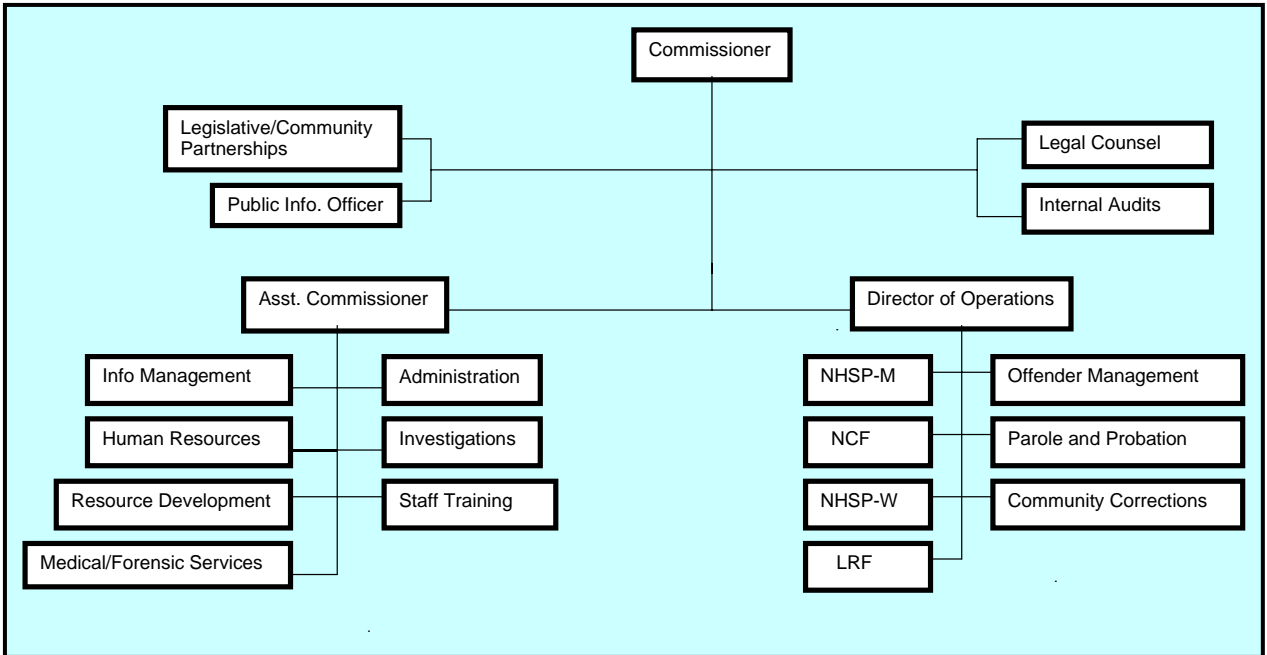
We will treat all employees, offenders and the public with fairness, honesty, consideration and dignity while recognizing individual diversity.

Professionalism

We will be firm, fair, and consistent in the performance of our duties and responsibilities. As positive role models, we will take pride in maintaining the quality of our services through our performance, appearance, and continued education and training. We will instill trust and teamwork by providing support to co-workers and promoting cooperation and open communication.

II. ORGANIZATION

The Organization of the New Hampshire Department of Corrections (NHDOC) was revised at the start of FY-05. Those revisions are reflected in the chart below.



During the 2005 New Hampshire legislative session, House Bill 2, which authorized the expenditure of funds for NHDOC, included an amendment requiring the Commissioner to develop a reorganization plan for the Department. Toward the end of FY-05, the Commissioner began developing a process whereby the new reorganization would be implemented. The goal is to implement the new reorganization before the end of Calendar Year 2005.¹

¹ This annual report was published after the appointment of William L. Wrenn as Corrections Commissioner. The plan described above was put on hold when Commissioner Wrenn was appointed in December 2005. The new commissioner is reviewing the operations of the organization to determine the best structure.

III. OPERATIONS

A. PRISONS

NHDOC manages the operation of four state prison facilities:

- The New Hampshire State Prison for Men (NHSP/M), Concord. A multi-security level facility for male offenders.
- The New Hampshire State Prison for Women (NHSP/W), Goffstown. A medium-minimum security prison for state sentenced, county sentenced and county pre-trial female offenders.
- The Lakes Region Facility (LRF), Laconia. A medium-minimum security level facility for males (during FY-05, the female population was moved from this facility to the Shea Farm Halfway House in Concord and to the NH State Prison for Women).
- The Northern New Hampshire Correctional Facility (NCF), Berlin. A medium and minimum custody facility for male offenders.

While the approach to the management of the Department is transitioning into a systemic approach, each facility provides specific local services, which relate to the statewide operation. Each facility, for example, has its own training officer and recruitment officer.

NHSP/M:

The population at the end of FY-05 was 1,284 multi-custody level males. The institution was constructed for a capacity of 928. Staffing remained the most significant challenge for this institution in FY-05. A recruitment team headed by a sergeant was put in place to step up efforts to fill vacant positions.

Correctional Industries reported a \$305,000 reduction to its revolving account and shop production hours operated at fifty percent due to staffing shortages (see p. 25). The hours of operation at Corrections Creations, the prison products retail store located in Concord, were reduced to four days per week to eliminate weekend hours. The Print Shop installed a digital color press and efforts continued to train inmates in the operation of this equipment.

The average enrollment for GED studies was 69 and the average enrollment for Granite State High School was 224. For more details please see the Education section in the Programs and Services section (p. 20).

NHSP/W:

The population at the end of FY-05 was 101 medium and minimum custody females with an institutional capacity of 105.

In FY-05, this facility added a fulltime psychologist to provide one-to-one counseling, psychological treatment, and medication. Other gender-specific programs added or implemented in FY-05 included: anger management, crisis survival, relapse prevention, and victim impact programs. Support group therapy incorporated into the treatment system included Self-Help

Alcoholics Anonymous, Sexual Offender Therapy, HIV education and workshops, and a bereavement group.

LRF:

The population at the end of FY-05 was 242 minimum and medium custody males. Its statutory capacity is 600 however the buildings have not be upgraded sufficiently to accommodate that capacity.

The Speare Unit became home to the 28-Day Parole Violator's Program in November 2004 with five (5) offenders participating in that program at the end of the Fiscal Year. This program addresses parolees who are not conforming to the required guidelines of supervision and is in lieu of them being returned to prison. A total of 38 parolees successfully completed the program and a database has been set up to track those successes and do a comparative study of the program versus sending the parolee back to prison.

A pre-release program was implemented in January 2005. Several inmates participated in 6-week blocks of various courses that included an orientation, substance abuse programming, anger management, self-image courses, employment preparation and resume writing, recovery tools, GED preparation and tutoring for English as a Second Language, parenting classes, accessing health care and self-help resources in the community, and work details. A total of 52 inmates received their GED with an 85% passing rate, 72 inmates completed parenting classes, 109 inmates attended parenting support groups, and 234 attended various parenting seminars. All inmates are now required to attend and complete this programming before being released to a halfway house, administrative home confinement, or parole. The increased programming has dramatically decreased the amount of disciplinary infractions from the previous year. We are continuing to explore inmate industry programs to enhance employment skills for inmates being released to the community.

The maintenance work force has continued to focus on the failing infrastructure of the complex. They have replaced a hot water tank in a housing unit, upgraded heat and steam systems, completed breech work on the boiler house, and worked towards downsizing and closing buildings that are economically inefficient to continue running. They are also renovating a vacant housing unit, and have been working with the Environmental Protection Agency after receiving an order to address monitoring and sampling the water system. The Drug Lab has been relocated to the Department of Safety.

NCF:

The population at the end of FY-05 was 530 medium and minimum custody male offenders with a facility capacity of 500.

A fulltime chaplain was hired to serve the spiritual needs of the offender population. This position is enhanced by a dedicated group of volunteers who offer thirty different kinds of ministries a week at the Chapel.

A large number of offenders participated in the expanded Prison Industries program, which provided opportunities in data entry, light manufacturing, woodworking, and furniture construction.

An estimated 15% of the offender population at NCF has a history of association with Security Threat Groups. The Investigations Unit continued to monitor this activity. In FY-06 the Investigations Unit will be expanded to accommodate work stations for a sergeant and a corporal.

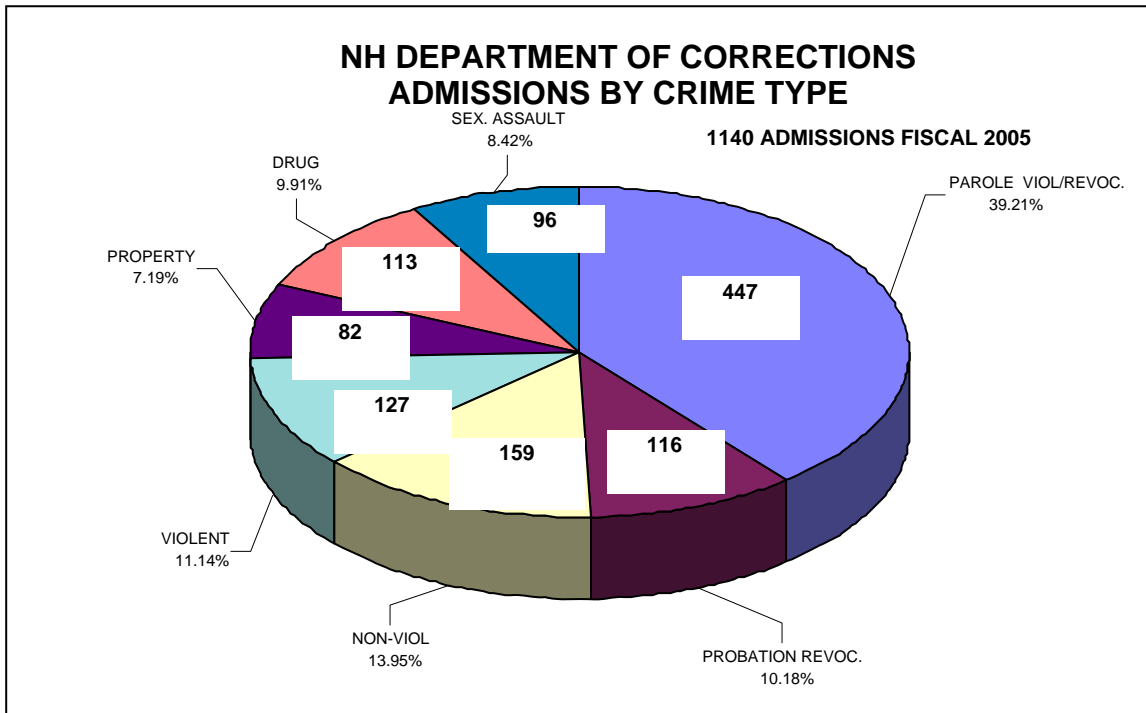
NCF continued its “good neighbor” policy by holding bi-monthly Citizen Advisory Committee meetings, providing numerous tours to government and other local groups, and sponsoring an open house annually. The Administrator of Programs sits on the local Chamber of Commerce.

B. FY-05 OFFENDER POPULATION DATA

FY-05 Admissions by Crime

CRIMES COMMITTED BY INMATES ADMITTED DURING FY 2005		
Description	Number Admitted FY 2005	% of Total
VIOLATION OF PAROLE	447	39.2%
PROBATION REVOCATION	116	10.2%
DRUGS-MFG, SALE, POSSESSION	113	9.9%
SEX OFFENSES	96	8.4%
TRAFFIC OFFENSES	77	6.8%
AGGRAVATED ASSAULT	62	5.4%
BURGLARY	40	3.5%
LARCENY	39	3.4%
ROBBERY	39	3.4%
HOMICIDE	25	2.2%
WEAPONS, CARRYING AND POSSESSION	19	1.7%
STOLEN PROPERTY	16	1.4%
FORGERY AND COUNTERFEITING	11	1.0%
FRAUD	9	0.8%
OBSTRUCTING THE POLICE	8	0.7%
ESCAPE, AIDING AND ABETTING ESCAPE	5	0.4%
PROPERTY DAMAGE	5	0.4%
ARSON	5	0.4%
FAILURE TO APPEAR	2	0.2%
SMUGGLING	2	0.2%
EXTORTION	1	0.1%
STOLEN VEHICLE	1	0.1%
PUBLIC PEACE	1	0.1%
FAMILY OFFENSES	1	0.1%
	----	-----
	1140	100.0%

Crime Categories During FY 2005



Annual Admissions FY 2001 – FY 2005

	FY-01	FY-02	FY-03	FY-04	FY-05
New Prisoners	594 - 36.49%	568 - 36.76%	568 - 39.44%	553 - 39.28%	577 - 40.24%
Parole Violators	347 - 21.31%	405 - 26.21%	390 - 27.08%	447 - 31.75%	447 - 31.17%
Probation Revocations	182 - 11.18%	193 - 12.49%	155 - 10.76%	110 - 7.81%	116 - 8.09%
Transfers - Other Jurisdictions	505 - 31.02%	379 - 24.53%	327 - 22.71%	298 - 21.16%	294 - 20.50%
TOTALS	1,628 - 100%	1,545 - 100%	1,440 - 100%	1,408 - 100%	1,434 - 100%

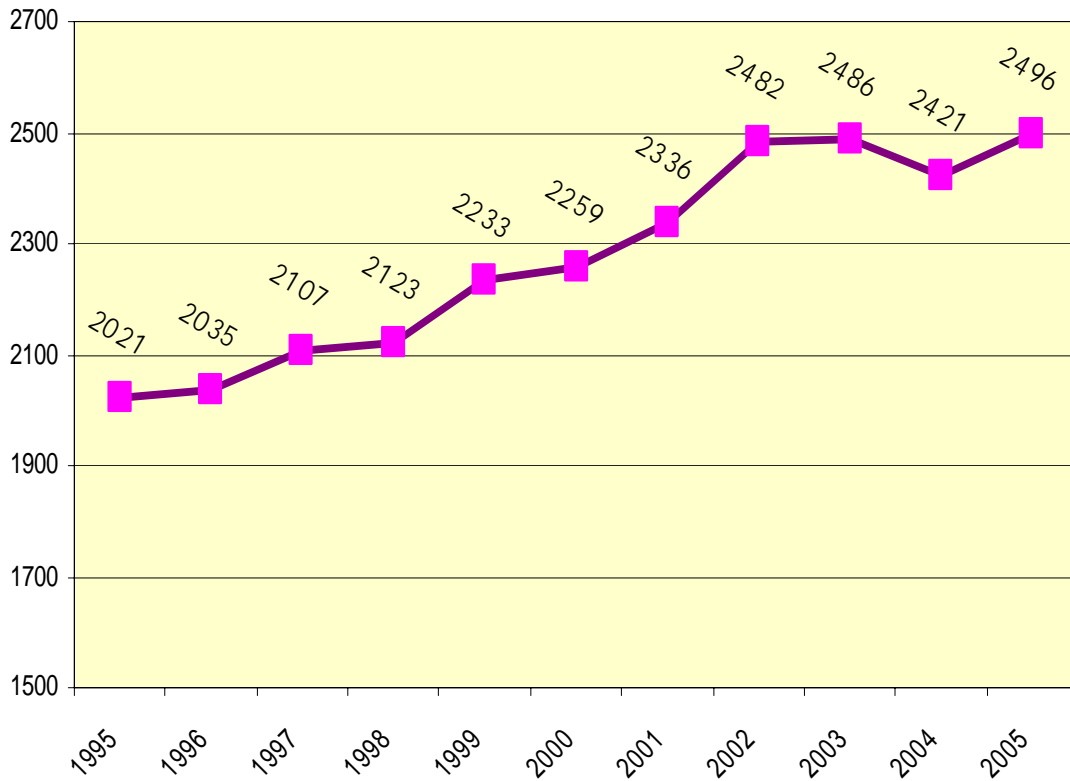
Annual Releases FY 2001 – FY 2005

	FY-01	FY-02	FY-03	FY-04	FY-05
Court ordered	111 - 7.04%	127 - 9.2%	107 - 7.50%	40 - 2.71%	30 - 2.15%
Died	4 - 0.25%	6 - 0.43%	5 - 0.35%	5 - 0.34%	9 - 0.64%
Maxed Out	192 - 12.18%	194 - 14.05%	190 - 13.32%	189 - 12.80%	182 - 13.03%
NH Parole	717 - 45.49%	632 - 45.76%	774 - 54.28%	866 - 58.67%	809 - 57.90%
Released - not parole violated	27 - 1.71%	52 - 3.77%	31 - 2.17%	58 - 3.93%	57 - 4.08%
Returned to other jurisdictions	525 - 33.31%	370 - 26.79%	319 - 22.37%	318 - 21.54%	310 - 22.19%
TOTALS	1,576 - 100%	1,381 - 100%	1,426 - 100%	1,476 - 100%	1,397 - 100%

Total Incarcerated Population – June 30, 2005

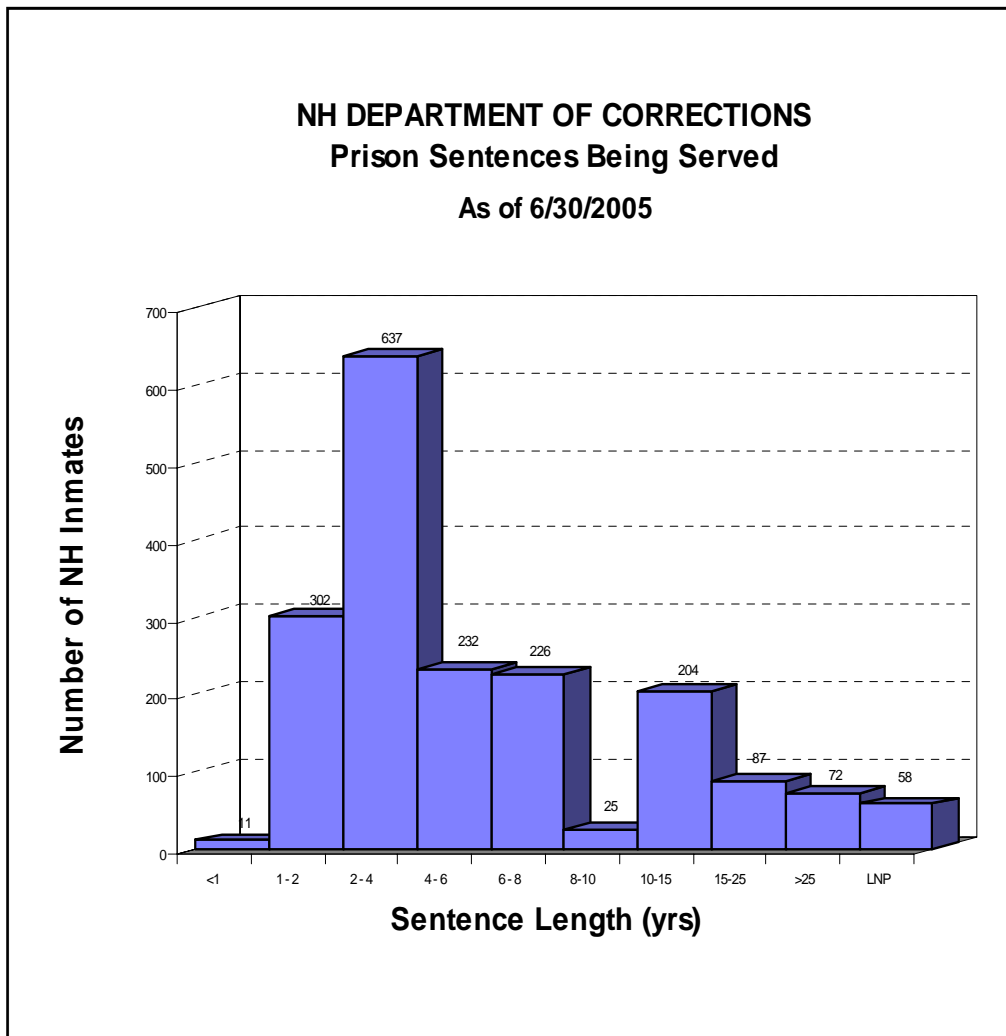
Over the last ten years, the prison population has risen by an average of about fifty inmates per year. The chart below reflects the total incarcerated population at the end of the last ten Fiscal Years.

NH Department of Corrections Prison Population - 10 Years



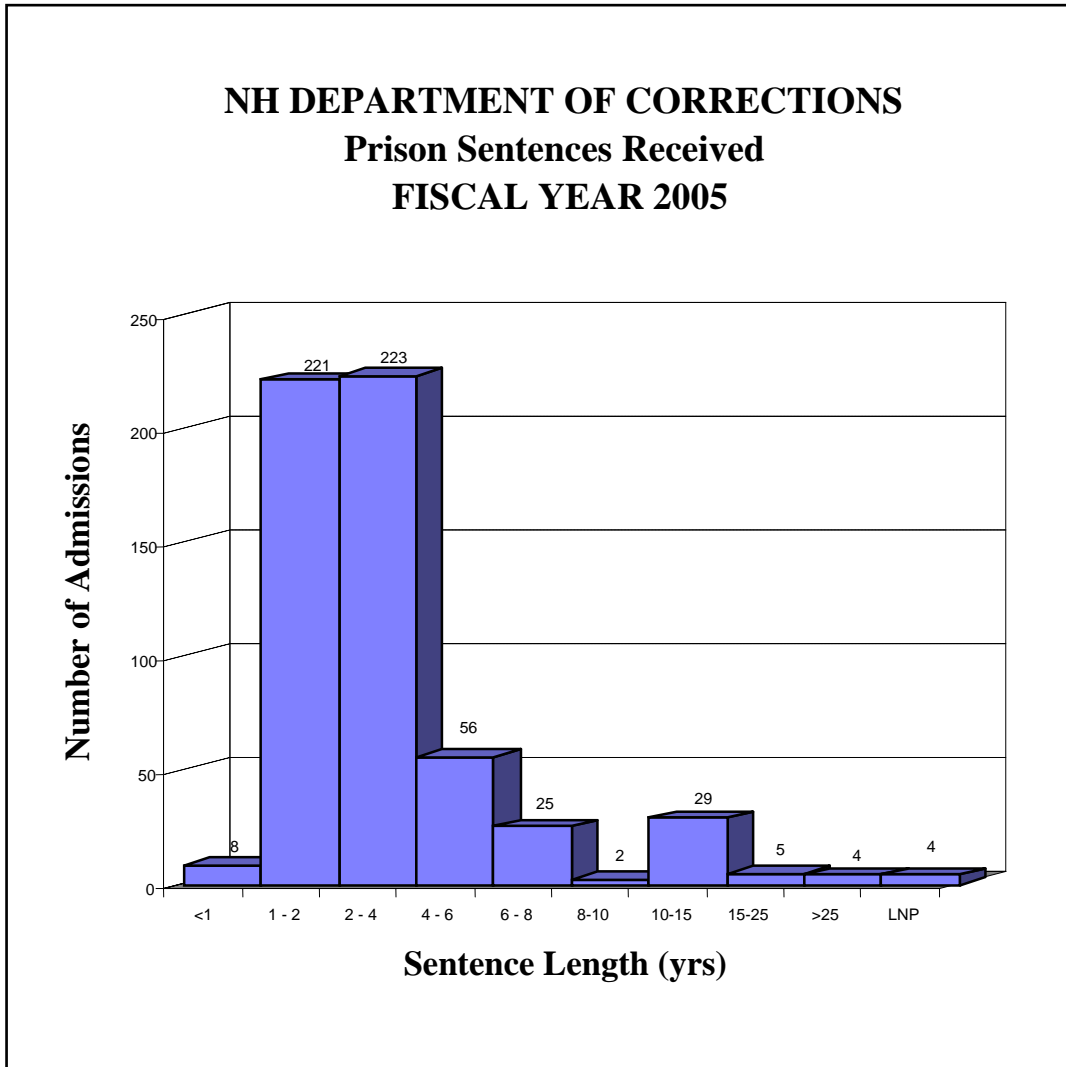
Incarcerated Population by Sentence Duration

This chart represents the total number of offenders by new sentence received. It excludes offenders incarcerated for Parole Revocations whose setbacks vary based on what is ordered by the Adult Parole Board.



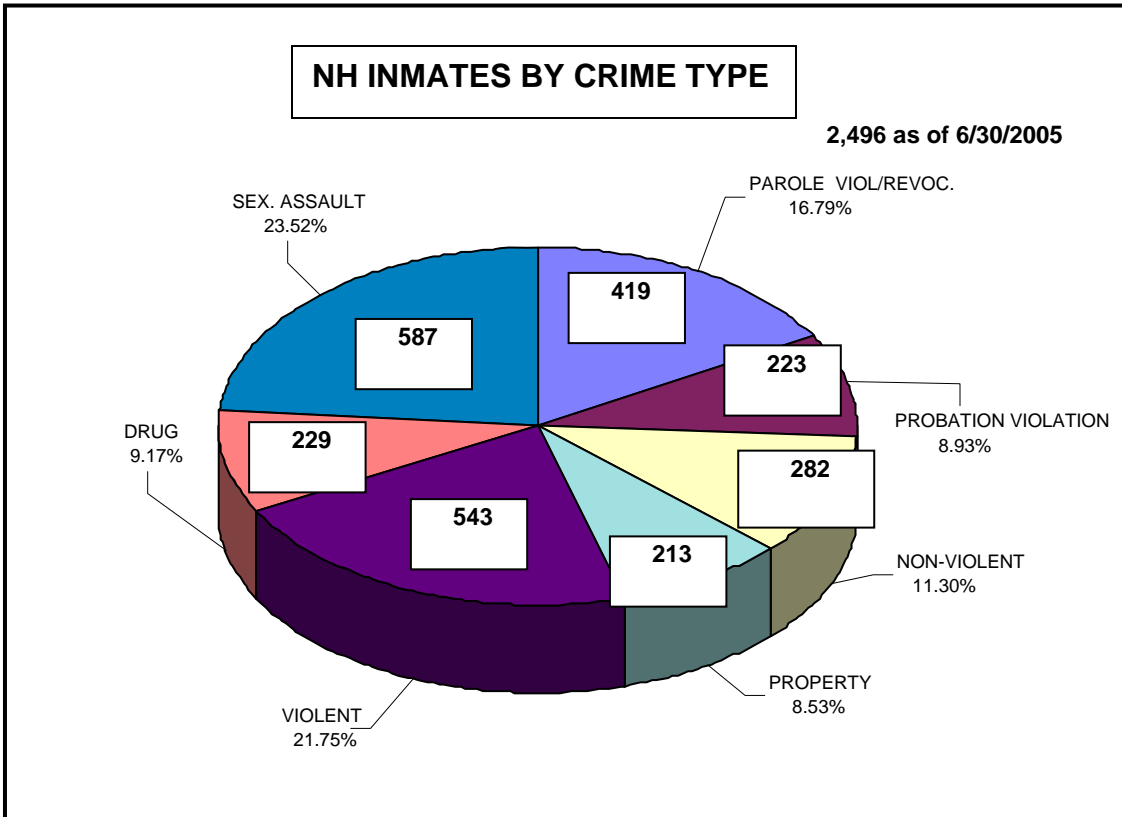
Sentences Received in FY 2005

Approximately 40% of the sentences for those admitted to prison in FY-05 are serving between 1 to 4 years.



Total Incarcerated Population by Crime Type

The crimes for which most prisoners are incarcerated in New Hampshire prisons are sexual assaults at 23.5% of the population. Crimes of violence are next at 21.7%.



Total Incarcerated Population by Crime Type

Description	Number Incarcerated on 06/30/05	Percent of Total
Sex Offenses	587	23.5%
Parole Violations/Revocations	419	16.8%
Homicide	260	10.4%
Drugs-Mfg, Sale-Possession	229	9.2%
Probation Revocation	223	8.9%
Aggravated Assault	160	6.4%
Traffic Offenses	123	4.9%
Burglary	100	4.0%
Robbery	97	3.9%
Larceny	64	2.6%
Stolen Property	58	2.3%
Weapons, Carrying & Possession	47	1.9%
Forgery & Counterfeiting	24	1.0%
Fraud	17	0.7%
Obscenity	17	0.7%
Arson	16	0.6%
Escape, Aiding and Abetting Escape	13	0.5%
Kidnapping	10	0.4%
Obstructing Police	10	0.4%
Property Damage	7	0.3%
Failure to Appear	4	0.2%
Smuggling	3	0.1%
Stolen Vehicle	3	0.1%
Disturbance/Public Peace	2	<0.1%
Family Offense	1	<0.1%
Bribery	1	<0.1%
Extortion	1	<0.1%
	2496	100%

Total Incarcerated Population by Age on June 30, 2005

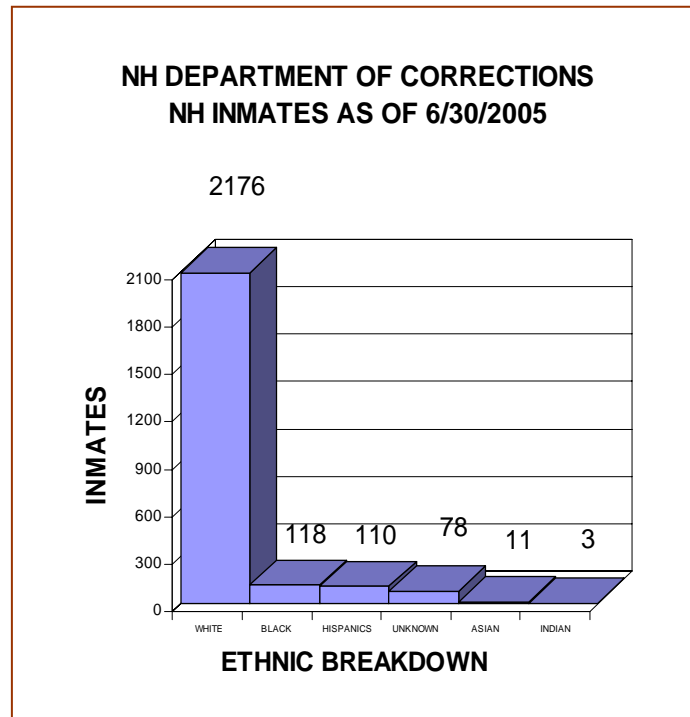
In FY-05, 64.5% percent of the prison population was over age 30, and 39.6% were age 40 or older.

NH Department of Corrections Inmate Age Distribution

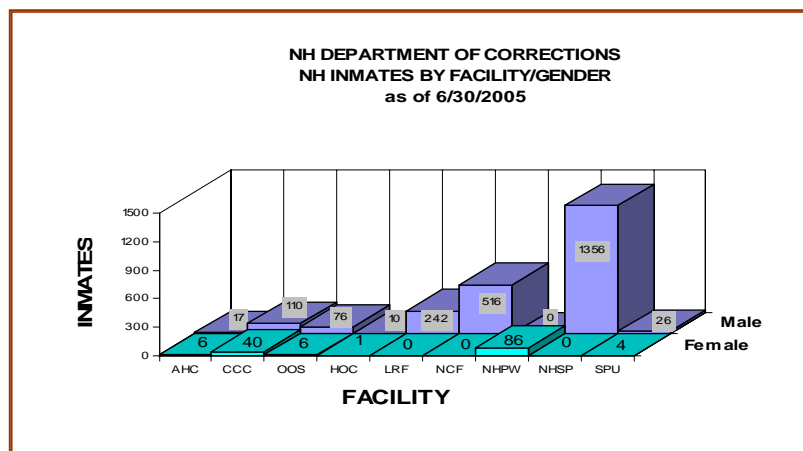
Age Group	AS OF 6/30/2005	% TOTAL	CUM %
<17	0	0.0%	0.0%
17-18	8	0.3%	0.3%
19-21	143	5.7%	6.0%
22-24	263	10.5%	16.6%
25-27	265	10.6%	27.2%
28-30	206	8.3%	35.5%
31-33	190	7.6%	43.1%
34-36	209	8.4%	51.4%
37-39	224	9.0%	60.4%
40-42	230	9.2%	69.6%
43-45	201	8.1%	77.7%
46-48	162	6.5%	84.2%
49+	395	15.8%	100.0%
	2496	100.0%	

Total Incarcerated Population by Gender/Ethnic Group on June 30, 2005

During FY-05, 12.8% of the prison population described themselves as other than White or Caucasian.



At the end of the Fiscal year, there were 136 women incarcerated in NHDOC facilities with six more in out-of-state facilities and one in a county house of corrections. Incarcerated females comprise 5.7% of the total population.

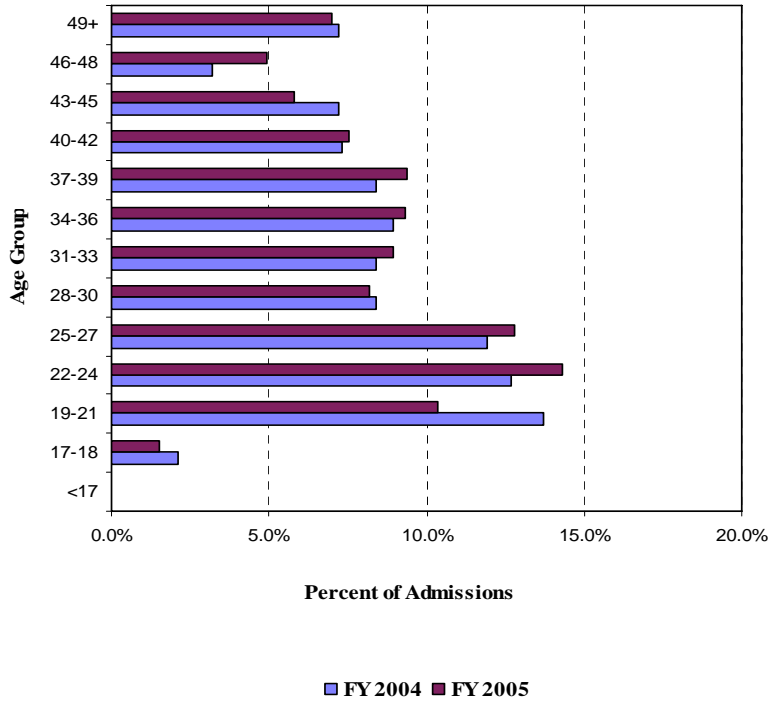


Incarcerated Population Trends

Admissions by Age

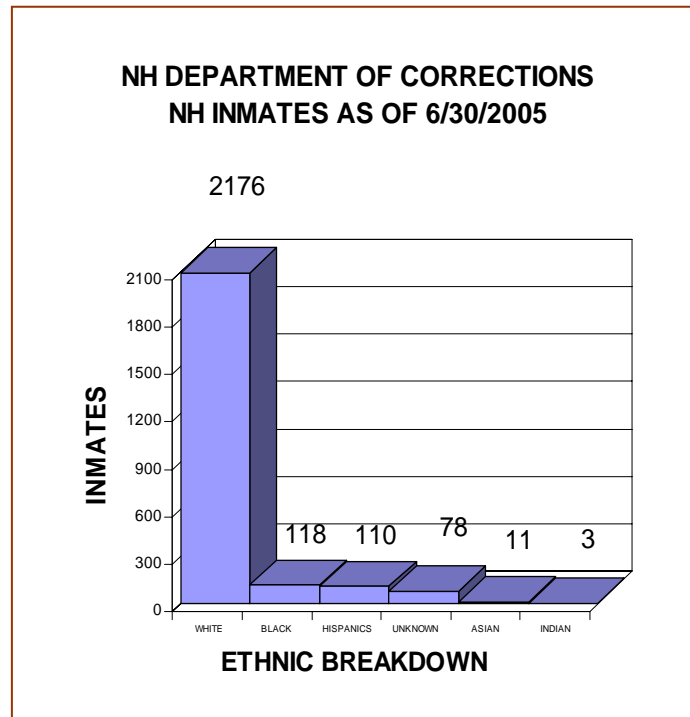
AGE GROUP	FY 2004	% TOTAL	CUM %	FY 2005	% TOTAL	CUM %
<17	0	0.0%	0.0%	0	0.0%	0.0%
17-18	18	2.1%	2.1%	17	1.5%	1.5%
19-21	102	13.7%	15.8%	118	10.4%	11.8%
22-24	175	12.7%	28.5%	163	14.3%	26.1%
25-27	129	11.9%	40.4%	146	12.8%	38.9%
28-30	97	8.4%	48.9%	93	8.2%	47.1%
31-33	104	8.4%	57.2%	102	8.9%	56.1%
34-36	99	8.9%	66.1%	106	9.3%	65.4%
37-39	93	8.4%	75.5%	107	9.4%	74.7%
40-42	81	7.3%	82.7%	86	7.5%	82.3%
43-45	80	7.2%	88.7%	66	5.8%	88.1%
46-48	52	3.2%	91.9%	56	4.9%	93.0%
49+	80	7.2%	99.1%	80	7.0%	100.0%
	1110	100.0%		1140	100.0%	

NH DEPARTMENT OF CORRECTIONS AGE AT ADMISSION FISCAL 2004 vs FISCAL 2005

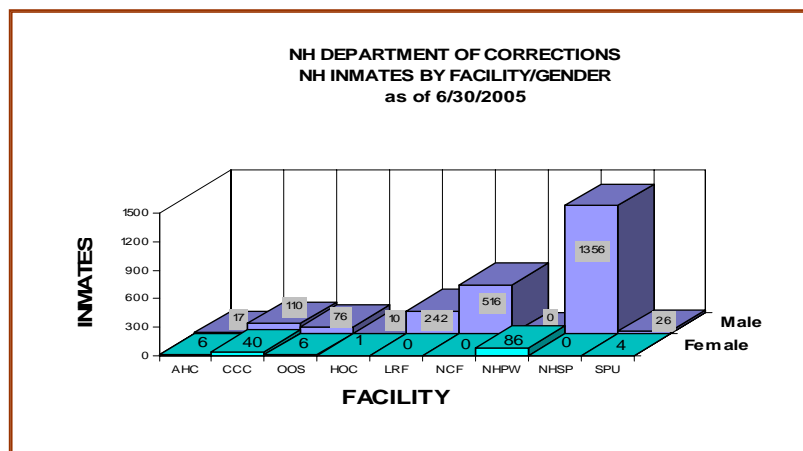


Total Incarcerated Population by Gender/Ethnic Group on June 30, 2005

During FY-05, 12.8% of the prison population described themselves as other than white or caucasian.



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C. Field Services/Community Corrections

Field Services

During FY-05, the Division of Field Services, which oversees Probation and Parole, supervised an average of 8,000 offenders in the community. The Division worked with Strafford County Superior Court to assist in the implementation of a pilot Drug Court. This process will involve prison inmates sentenced from Strafford County.

The Minimum Security Unit at the NH State Prison in Concord and the three halfway houses were re-aligned under a distinct Community Corrections unit.



The new computer system project is moving forward, and it will improve tracking of offenders and facilitate rapid retrieval of information. It is expected to be in operation in early 2006.

The Division is implementing centralized collections in FY-06. Under the previous system all restitution and other payments were processed at the District Offices. Under the new system, all payments will be sent to a centralized collection office in Concord and distributed using a consistent method. This is expected to make the system more efficient.

Caseload Charts as of June 30, 2005

District Office	Parole	Dist Court Probation	Superior Court Probation	AHC	Other caseloads*	Totals
Berlin DO	28	53	80	0	65	226
Claremont DO	49	53	269	1	192	564
Concord DO	262	102	297	6	409	1076
Dover DO	88	178	395	4	442	1107
Exeter DO	119	109	404	6	1766	2404
Keene DO	59	48	249	3	717	1076
Laconia DO	61	43	191	2	221	518
Manchester DO	398	325	462	0	748	1933
N. Haverhill DO	65	135	195	1	276	672
Nashua DO	92	45	376	2	624	1139
Ossipee DO	28	50	110	1	209	398
TOTALS	1249	1141	3028	26	5669	11113

* Other caseloads include bail supervision, pre-sentence investigations, collection supervision, and annulment investigations.

Academy Program: The Academy Program is a court-ordered Diversion Program to provide offenders an opportunity to avoid prison and obtain additional skills for successful behavior in the community. While the NHDOC helps monitor participants in the program, the courts are the “gatekeepers” as far as which offenders are given an opportunity to participate in the program. The chart below reflects the participation breakout on June 30, 2005.

FY 2005 Academy Participation Breakdown

COUNTY	PARTICIPANTS	COMPLETED*	CAPACITY
Carroll	9	13	10
Cheshire	64	23	55
Coos	12	3	10
Grafton	35	3	30
Hillsborough N.	53	16	55
Hillsborough S.	29	7	40
Merrimack	35	14	50
Rockingham	29	2	25
Strafford	27	8	25
Sullivan	67	32	75
TOTAL	360	121	375

*Some offenders are still participating in the Academy on June 30, 2005.

Community Corrections

The Division of Community Corrections manages three halfway houses and the Minimum Security Unit in Concord. Offenders become eligible to enter a halfway house environment when they become classified at C-1 security status. This occurs less than one year from the offender’s release date. During that time the inmate is required to hold a job, pay rent, and continue participating in any recommended treatment programs. This is an important transitional step as it provides the offender with tools and resources to succeed independently in the community.

Community Corrections/Halfway Houses - July 1, 2004 – June 30, 2005

	CALUMET	NORTHEND	SHEA FARM
Residents assigned to the program	215	125	87
Residents paroled from the program	140	96	39
Residents released on max date	18	10	3
Residents returned to NHSP/NHSP-W for violations	54	43	36
Walkaways	0	2	1
Parolees assigned to the program	6	13	7
Release to AHC	2	0	8
Residents in-house June 30, 2005/capacity	64/64	48/48	40/40
Money paid to State General Fund for Room/Board	173,767.87	86,412.75	39,411.61
Money residents saved	124,598.13	149,350.00	25,137.72

During FY-05, \$ 34,568.35 was collected from residents for restitution payments.

During FY-05, \$ 71,236.00 was collected from residents for court-appointed attorney fees.

D. Medical/Forensics

In FY-05 the Medical/Forensics Division improved many health-related processes and functions. In an effort to contain costs, despite an ever-increasing number of inmates with significant medical and mental health problems, improvements in nutritional services, surveillance, prevention and control of infections, medication management, and other areas had a positive impact on the delivery of appropriate and prudent health services. Additionally, the implementation of legislation for medical parole and 110% of the Medicare allowable rate resulted in significant savings. Medical parole alone has saved over \$300,000 by paroling three inmates whose conditions were serious enough to meet conditions of medical parole and who, after careful review, posed no threat to public safety.

In the area of behavioral health, the Division in collaboration with the Dartmouth Medical School's Department of Psychiatry continued to identify ways to improve the continuum of mental health services between the Mental Health Unit (MHU) and the Secured Psychiatric Unit (SPU). Such efforts included the implementation of a system-wide psychiatry on-call service and treatment plans to integrate and document various treatment interventions.

The NHDOC is responsible for maintaining approximately 2,500 active health records system-wide. The Division, in collaboration with the Office of Information Technology, identified opportunities to promote clinical effectiveness and efficiency of health records. Initiatives involved the design of an electronic medical record that is being explored in conjunction with the Maine and Virginia Departments of Corrections.

E. Office of Compliance, Quality Improvement, and Research

This has been an extremely active year for DOC's Quality Improvement (QI) Program. Seven Performance Improvement Teams (PITeams) have been formed and have been very active in mapping key processes in their areas of expertise, initiating improvements and identifying indicators against which data can be collected to determine the effectiveness and sustainability of improvement efforts. These PITeams are: Access to Health Care, Dietary, Medication Management, Suicide Prevention, Clinical Documentation, Discharge Planning and Surveillance, and Prevention and Control of Infections. Four more PITeams are in the process of formation dealing with the Special Housing Unit (SHU), Educational and Vocational services, Recruitment, and Health and Wellness. A PITeam Leaders Forum was established to foster coordination and collaboration and enhance communication.

Comprehensive quality assurance reviews were conducted of the Secure Psychiatric Unit (SPU) and the Mental Health Services programs, resulting in Action Plans which are being monitored by the Office of Quality Improvement. A health services survey, the first of many, was conducted in the Secure Housing Unit

The DOC's Research program undertook an extensive study of recidivism and has generated numerous reports that have helped to inform DOC management and legislative policy makers. In addition, the QI Program has continued to address issues related to compliance with various settlement agreements.

IV. PROGRAMS AND SERVICES

A. INMATE PROGRAMS

Education Programs: Education is a cornerstone for success in the community. At the end of FY-05, 849 (34%) of incarcerated inmates had their GED. 399 (16%) had high school diplomas, and 1,248 (50%) had neither. The NHDOC offers inmates opportunities to attend high school and GED classes.

- Granite State High School is located at NHSP/M and is a fully accredited high school within its own school district. Inmates take the appropriate classes and fulfill state standards to receive their high school diplomas. 9 students received diplomas in FY-05. 40-45 are projected to qualify in FY-06.
- During FY-05, 83 inmates earned their GED. It is projected that 120 inmates will earn and complete their GED in FY-06.
- 785 different inmates participated in high school courses during FY-05.
- At NHSP/W, education classes include General Science, Advanced Reading, Library Staff training, a poetry workshop, life skills, and reading comprehension. GED's are available in English, Math, and Social Studies.
- In 2006, the NHDOC will celebrate the centennial anniversary of the prison education program.

Vocational Education: The Voc. Ed. Program provides training and experience to inmates in the following areas:

- *Information Technology:* Inmates learn how to build and design web pages, rebuild and upgrade computers, and learn typing, keyboarding, word processing, spreadsheet and other database skills which are valuable and marketable skills to have as they return to the community.
- *Business Management:* Inmates receive skills in accounting and a number of business dynamics programs. They receive an Accounting Technician Certificate upon completion. At NHSP/W, courses in accounting and records keeping, word processing, spreadsheet, and desktop publishing and human relations provide positive organizational and clerical skills in a business environment.
- *Hospitality Marketing:* At NHSP/W inmates receive useful skills in the area of lodging and tourism development.
- *Auto Mechanics and Small Engine Repair:* Inmates learn a variety of mechanical skills from doing oil changes to rebuilding motors. Certificates are awarded. Inmates that complete this program can qualify for positions as service station mechanics, auto mechanic helpers, auto service mechanics, or positions repairing small engines in various places.
- *Auto Body:* Inmates receive marketable skills in renovating used cars, auto body painting, and masking vehicles. They can move to higher levels where they can receive skills in auto glass installation, installation of accessories, and frame straightening.

- *Building Trades:* Inmates receive certificates in the areas of roofing application, carpentry, and residential wiring.
- *Food Services Management:* Inmates work with staff to prepare meals for other inmates. They learn skills in table service, food sanitation, and Hospitality Management.
- *Culinary Arts:* This is offered only to inmates at NCF. They learn specialized cooking skills, and can earn credits towards a degree at the NH Technical Institute.
- *Horticulture:* The prison farm in Concord provides useful skills in agriculture and gardening.

Family Connections Center: This program operates at the Lakes Region Facility and assists inmates with developing parenting skills. Created in 1998, it's a collaborative project with the University of New Hampshire's Department of Family Studies and the University of New Hampshire's Cooperative Extension. In FY-05 approximately 158 inmates participated in the program. A total of 72 inmates completed parenting classes, 25 inmates had visits with their children 155 times, 234 inmates attended a total of 23 seminars offered, and 109 inmates attended family support groups 760 times. The Department is hoping to expand the program to include the other prisons.

Religious and Chaplaincy Programs: NHDOC has Chaplains who serve the spiritual needs of Christian and non-Christian inmates. Many faith-based organizations provide volunteers to offer other spiritual guidance and services throughout the state. Prison Fellowship seminars, worship services, and Bible study classes are provided.

Canteen Operations: Inmates working in the canteen obtain skills in proper warehousing procedures, inventory management, and stocking of shelves.

Substance Abuse Treatment: NHDOC offers a two-step substance abuse treatment. Level One focuses on psychological education and runs eight weeks. Level Two is more intensive with a separate series of programs including in-patient counseling, a therapeutic component and relapse prevention. It runs six months and concludes with a graduation ceremony. Alcoholics Anonymous and Narcotics Anonymous volunteers provide support therapy and group sessions at all facilities.

Sexual Offender Program: Sexual offenders account for nearly one-quarter of all inmates. The Sexual Offender Program is an intensive program based on a therapeutic community concept, which lasts approximately one year. There is also an Enhanced Relapse Prevention Program, which utilizes group sessions and workbooks, and focuses on developing awareness of offending cycles, reduction of cognitive distortions, victim empathy, and coping.

Transition to the Community: The LRF transition to a minimum security prison continued in FY-05. In order to better prepare offenders for release, LRF was designated as a lower custody pre-release facility. Enhanced programs aimed at relapse prevention, release and reintegration were introduced at the facility during the course of the fiscal year. Offenders at NHSP/W are afforded the opportunity to participate in a Release and Reintegration group and receive topical information about preparing for parole through a parole presentation program.

28-Day Parole Violator Program: Not unlike the halfway back program, the 28-Day Parole Violators Program is a residential cognitive behavior approach to treatment to get parolees at risk of violating their parole back on track. It began operating in November 2004 and averaged approximately six offenders at any time during FY-05.

Wood Shop: Inmates learn to build standard office products such as desks, book cases and coat racks. They learn to work with tools and different varieties of wood.

Print Shop: Inmates learn desktop publishing, typesetting and camera work while printing letterheads, envelopes, reports, and other requested items. NHDOC installed a digital color press in FY-05, which will allow Correctional Industries to seek a wider variety of printing contracts and complete them in a more efficient fashion. The Department began training inmates to operate the machinery.

Sign Shop: Offenders produce street signs/traffic signs, engraved items, desk signs, name tags, and other products.

Furniture Shop: Inmates become skilled in assembly and upholstery of office seating, chair caning, and re-upholstery. This program is offered to offenders at NHSP/M and NCF. Parts of this program were expanded to NHSP/W in FY-05.

Hobbycraft: This program affords inmates, who have been discipline free for 90-days, the opportunity to learn skills in woodcraft, leather craft, ceramics, art, and sewing. Hobbycraft programs are run at NHSP/M and NCF. NHSP/W offenders may participate in volunteer-run art and sewing classes as well as the ABC Quilt Project, in which offenders make quilts and donate them to newborns of needy parents. Items made in the Hobbycraft programs can be sold at Corrections Creations, the prison retail store located in Concord.

Recreation: Every facility is equipped with a variety of recreation equipment and apparatus intended to foster good health practices and promote positive activity. It is funded primarily by fees collected from offender phone calls. In FY-05, NHDOC scaled back some recreational activities, which involved public participation due to decreases in the recreational budget.

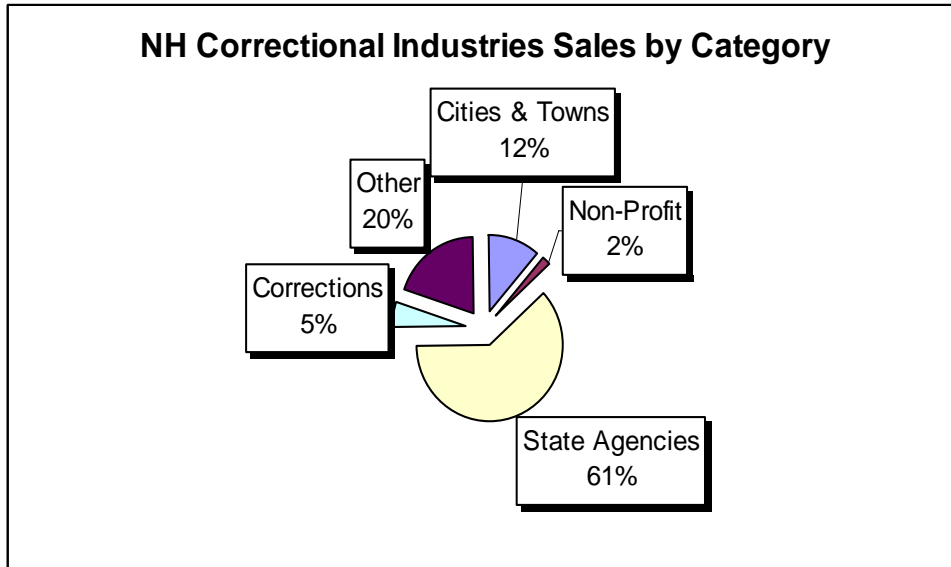
Foster Pet Program: In FY-05 an eight-week pilot program was implemented at NHSP/W in which inmates learned animal care skills by fostering and socializing kittens so that they can be adopted into good homes. This program is run in conjunction with the Animal Rescue League of New Hampshire which provides the kittens, the food, and veterinary treatment. The offenders act as caregivers. This is run at no cost to New Hampshire taxpayers.

Legal/Recreational Library: Each facility manages a library, which allows offenders to take out books for recreational reading or conduct legal and other research during regular hours of operation.

Life Skills: A wide variety of Life Skills Programs are provided to offenders at all facilities utilizing a combination of staff and volunteer resources. Among those opportunities are coping skills, non-violent communication groups, anger management, self-esteem groups, adjustment groups, and health workshops.

B. Correctional Industries

In FY-05 there were 300 inmates assigned to jobs in NH Correctional Industries where they obtained skills that they can use when they return to the community. Correctional Industries focuses on skill building rather than competing in the public sector.



CATEGORY	SALES	PERCENTAGE
State Agencies	\$ 1,174,543.32	61%
Dept. of Corrections	\$ 103,764.81	5%
Cities & Towns	\$ 226,915.43	12%
Non-Profits	\$ 29,613.31	2%
Others	\$ 390,419.42	20%
Total	\$ 1,925,256.29	100.00%

C. Inmate Services

The Bureau of Services oversees laundry, kitchen, warehouse, and maintenance operations throughout the NHDOC system. The utilization of inmate labor accomplishes two tasks. It provides the offenders with marketable skills for when they return to the community, and assists in keeping operating costs low.

Inmate Work Crews: Work programs for minimum security offenders at all institutions were expanded to provide assistance to state agencies and the municipalities where the facilities are

located. The following represents the number of hours offenders from each facility worked for state, municipal, and non-profit agencies during FY-05.

Community Corrections – 11,682 hours. The C-2 (minimum custody) offender work crews provided services to the City of Concord, the Division of Youth Development Services, the NH Technical Institute, the Department of Administrative Services (State Surplus facility at the White Farm, Concord), the Community Action Program in Concord, NH, the United States Federal Surplus, and the “bridge project.”

NHSP/W – 345 hours. Offender work crews provided community services to the University of New Hampshire Cooperative Extension, Brookside Congregational Church, Villa Augustina Maintenance, and yard work for the Goffstown Police Department.

LRF – 17,888 hours. The facility continued to provide community work crews to agencies in the area to include: NH Technical College, the NH Fish & Game Hatchery in New London, St. Vincent De Paul, Gunstock Ski Area, Laconia Parks and Recreation, and the Humane Society.

NCF – 6,872 hours. The facility provided work crews for St. Vincent’s Nursing Home, Good Shepherd Parish, Gorham Public Works, The Holiday Center, and Northern Forest Heritage Park.

Total hours of all facilities: 36,787. If this figure was multiplied by the Federal minimum wage of \$5.15 per hour it would equal \$189,453.05. This translates to a savings of \$246,288 (\$189,453 + benefits at 30%) in salaries for these agencies and organizations, much of which would have come from the State’s General Fund to provide these savings.

D. Volunteer Services

More than 800 volunteers give of themselves annually to provide many services that enhance the services and programs offered by NHDOC. During FY-05 the NHDOC implemented an orientation program to better prepare volunteers to provide services in the prison setting.

NHSP/M Volunteer Records Management State Fiscal Year Ending June 30, 2005

Applicant Category	Received/Processed during SFY 2005	On Roster or Records Maintained
Regular Volunteer	235	712
Single Event/Onetime Guest	155	271
Interns	43	109
In Process – pending orientation	23	23
Inactive/Rejected/Terminated	99	372
Clergy/Religious Visitor*	302	302
Totals	857	1789

**Significant numbers of Approved Religious Visitors are also recognized as Authorized Volunteers having filed separate applications.*

E. Victim Services

Throughout many community and institutional correctional processes, we are mindful of each crime victim's right to be informed, involved and reasonably protected. We are respectful of their needs and their critical role in a successful justice system. Department staff collaborates with victim/witness advocates to seek victim input during court-ordered pre-sentence investigations. We partner with the NH AmeriCorps Victim Assistance Program for victim services at our Manchester District Office. Victim safety and intimidation/harassment concerns are a priority whether offenders are sentenced to probation or prison followed by parole. During FY 2005, Victim Services staff responded to 45 individuals expressing specific safety concerns.

The number of current inmates with crime victims/survivors registered for notification of custody changes continues to exceed 1,000. During FY 2005, Victim Services staff documented 2,724 notifications and related contacts. With the anticipated improved offender management information system, automating victim notification services is achievable in the years ahead. In the aftermath of crime, many people seek Victim Services support during prison reduced custody and parole processes. During FY-05, there were 286 documented contacts with concerned victims/survivors as inmates began the process of paroling from prison to the community.

As some crime victims strive toward recovery, meeting with the person who caused them harm can be helpful. Victim-Offender Dialogue empowers interested victims/survivors to meet with the offender and address the personal impacts of crime. For victims requesting a constructive dialogue with the offender, trained facilitators from NHDOC and the community promote safety and proper preparation for all involved, consistent with our *Protocols for Victim-Offender Dialogue*.

Recognizing each crime impacts real people, we continue to improve and expand availability of the Victim ***IMPACT*** program for inmates. ***IMPACT*** classes teach inmate students about the physical, emotional, and financial harms caused by crime upon victims/survivors, families, and communities. The curriculum addresses all crimes. Through group discussion, written exercises, videos and guest presentations, ***IMPACT*** brings the offender face to face with not just a crime, but with people personally impacted by crime.

V. RESOURCES

A. Fiscal Management

NHDOC began FY-05 with a legislative approved budget of \$83.2 million. Of that, prison operations require approximately 80% of the total agency budget. The cost of incarcerating an inmate in a general population bed in FY-05 was \$77.10 per day, or \$28,143 per year. A complete breakdown of these costs can be found in Charts #5 and #6.

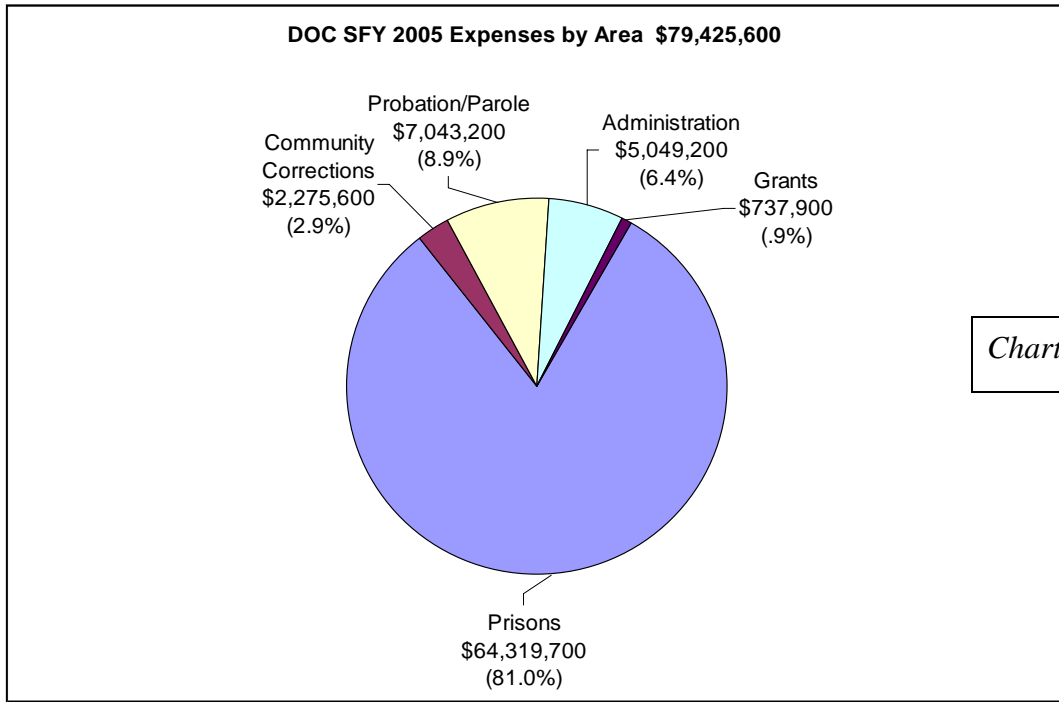


Chart #1

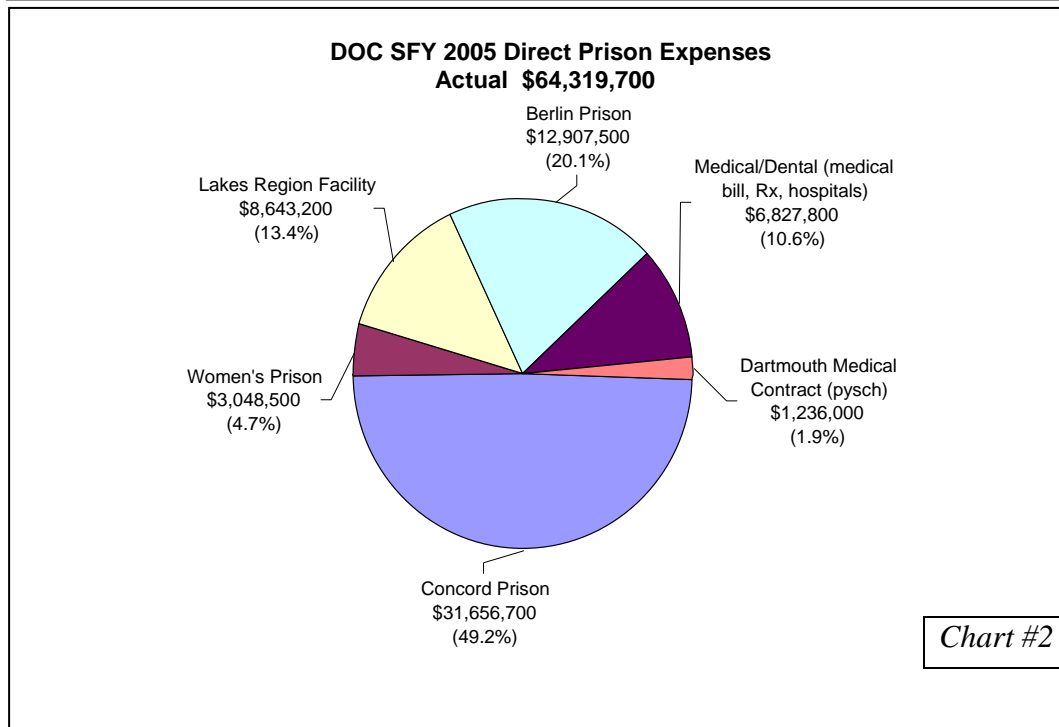


Chart #2

Average Offender Population SFY 2001-2005

Facility	State Fiscal Year					Yearly Average
	2001	2002	2003	2004	2005	
NH State Prison - Men	1,336	1,378	1,361	1,387	1,406	1,374
Lakes Region Facility	405	381	346	278	255	333
Northern Correctional Facility	296	434	507	510	521	454
NH State Prison - Women	105	104	107	102	98	103
Total Secured Facilities	2,142	2,297	2,321	2,277	2,280	2,263
<i>Probation/Parole</i>	4,547	4,743	5,182	5,594	5,860*	5,185
<i>Secured Psychiatric Unit</i>	51	46	47	44	41	46
<i>Halfway Houses</i>	136	139	136	138	145	139
Total Population	6,876	7,225	7,686	8,053	8,327	7,633

Chart #3

*Offenders on Administrative Home Confinement are included in parole numbers not incarceration numbers.

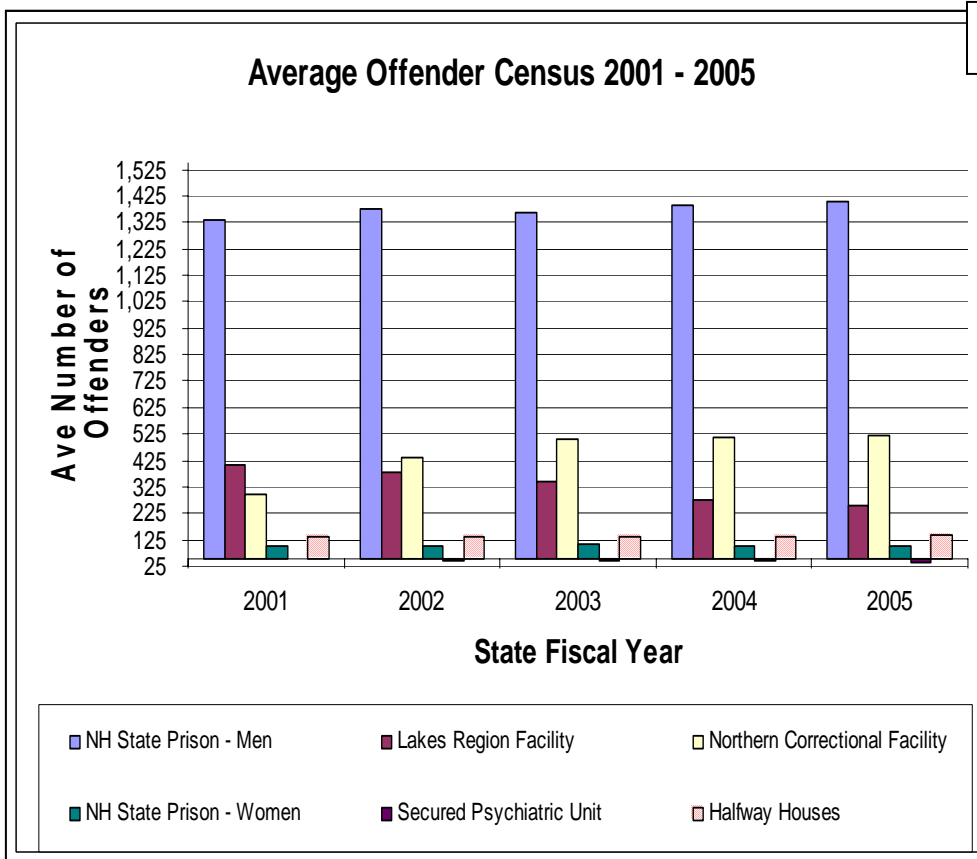


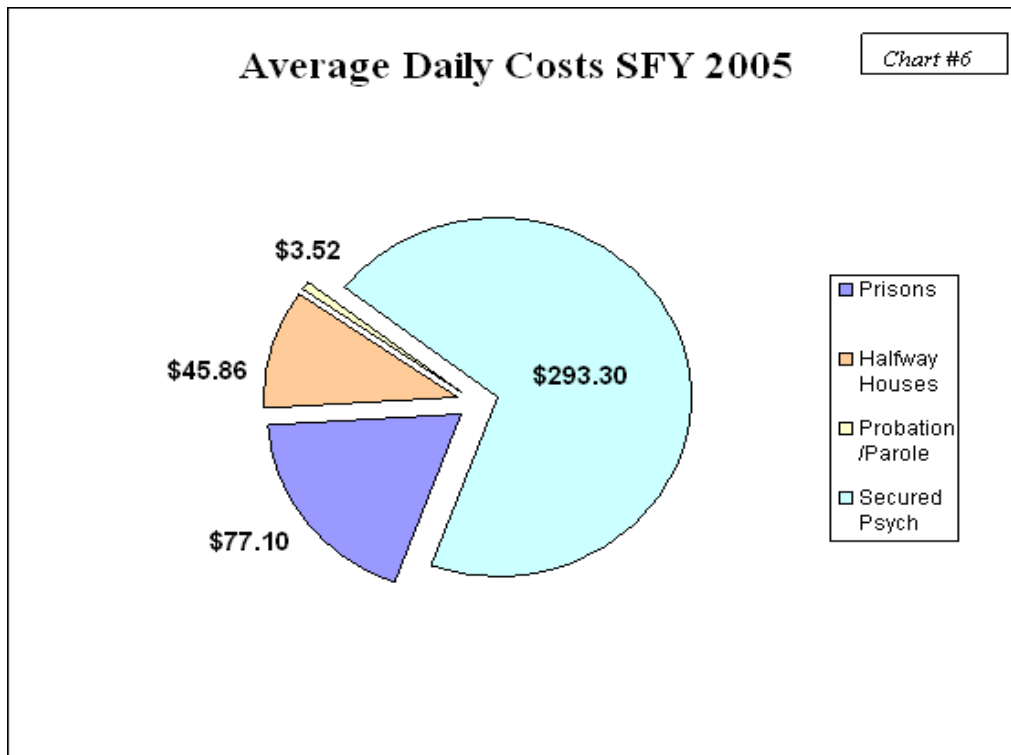
Chart #4

Total Expenses & Costs per Day SFY 2005

Chart #5

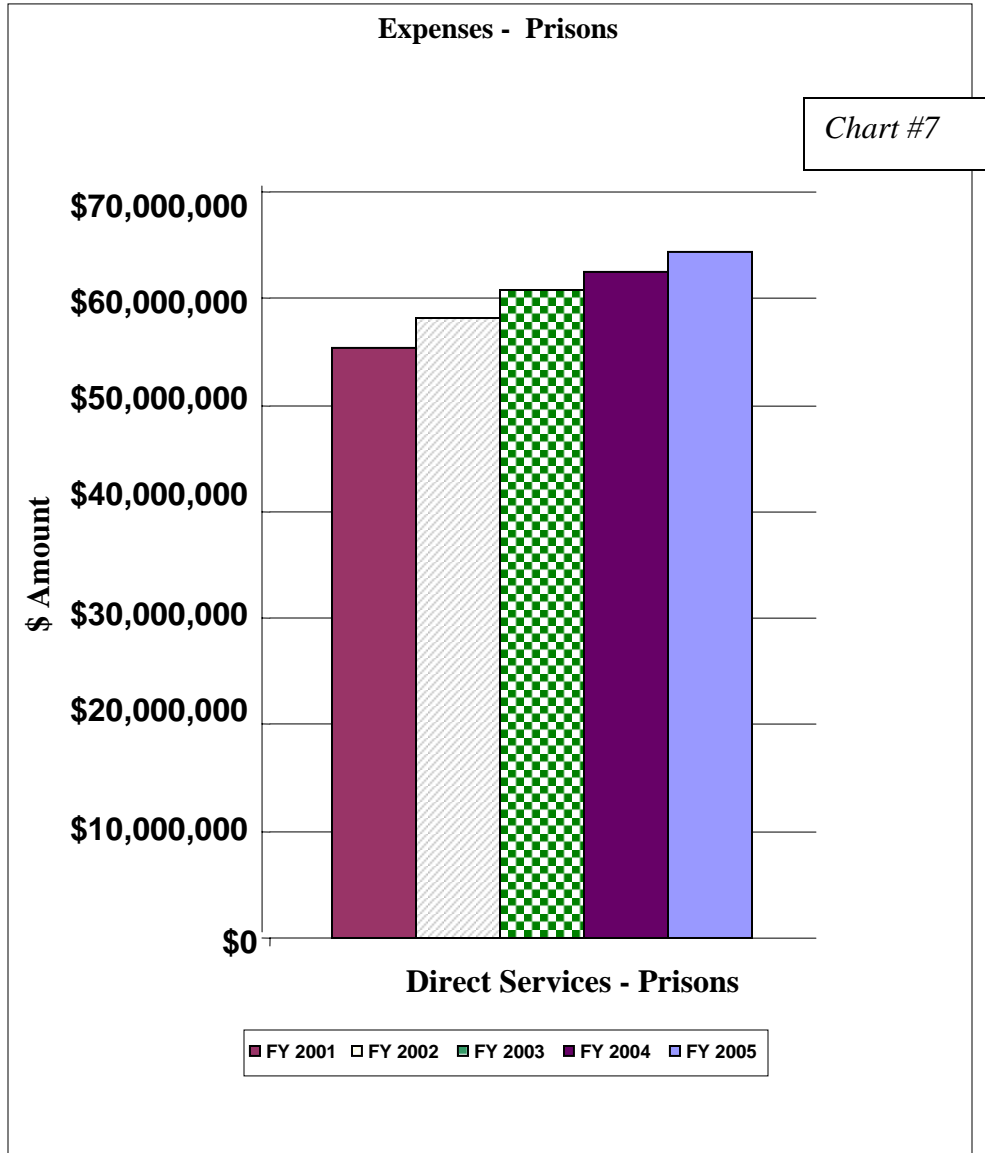
Expense Category	Prisons	Halfway Houses	Probation/Parole	Secured Psych Unit
Total Expenses	\$64,169,818	\$2,430,060	\$7,521,357	\$4,389,288
Divided by: Avg. Number of Offenders	2,280	145	5,860	41
Equals: Avg. Annual Cost per Offender	\$28,143	\$16,740	\$1,283	\$107,056
Divided by 365 equals: Avg. Daily Cost	\$77.10	\$45.86	\$3.52	\$293.30

Halfway house beds cost \$45.86 per day or \$16,740 per year during FY-05. Supervision of offenders on probation or parole ran \$3.52 per day or \$1,283 per year. The most expensive beds are in the Secure Psychiatric Unit where the daily cost is \$293.30 or \$107,056 per year as detailed in these charts.



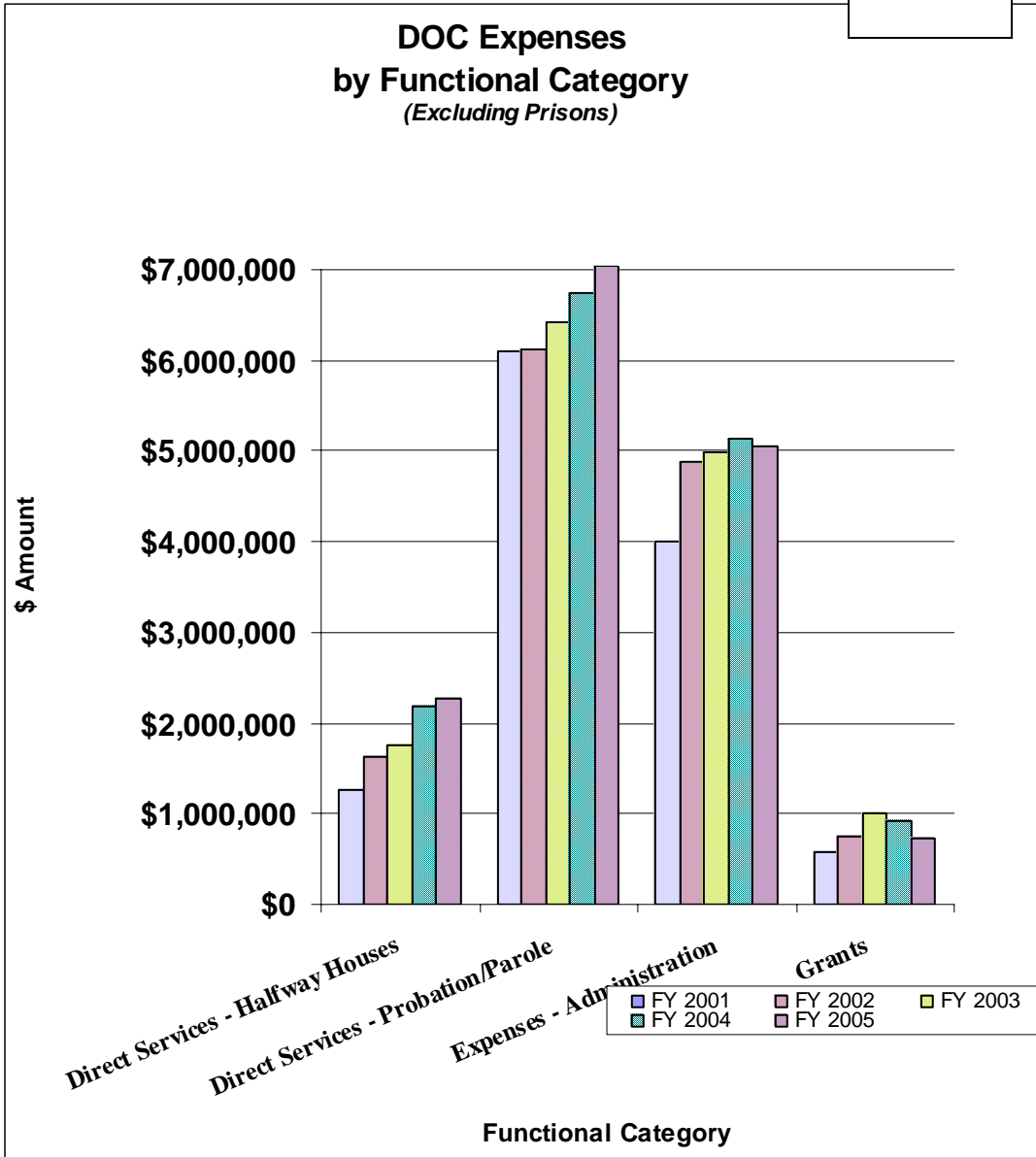
Prison Expenses

Between FY-01 and FY-05 prison expense increased 16.3 percent.



Expenses by Functional Category

Chart #8



B. Human Resources

NHDOC began FY-05 with a legislative approved budget of \$83.2 million. At the start of FY-05 the Department's budget included 1,117 staff positions.

In the last four years the total number of offenders increased by 1,102. In the same period the number of DOC positions decreased by 46.

10 NHDOC Information Technology positions were transferred to the New Hampshire Office of Information Technology.

Remaining State Corrections Budgeted Positions

Position	FY-02	FY-03	FY-04	FY-05
Executives	9	9	9	9
Managers/Administrators	66	67	62	69
Corrections Officers	644	644	628	626
Probation/Parole Officers	76	74	72	71
Medical Personnel	55	61	60	57
Teachers/Instructors	35	36	32	30
Shop Supervisors/Tradesmen	79	77	79	74
Recreational Personnel	2	1	1	1
Clerical/Administrative	131	120	122	115
Case Counselors/Case Managers (see below)	N/A	N/A	51	46
Psychologists/Social Workers (see below)	66	72	20	19
TOTALS	1,163	1,161	1,136	1,117
Average Offender Population	7,225	7,686	8,053	8,327

Position	FY-05 budgeted	Actual on June 30, 2005	
		Filled	Vacancies
Executives	9	9	0
Managers/Administrators	69	58	11
Corrections Officers	626	555	71
Probation/Parole Officers	71	68	3
Medical personnel	57	47	10
Teachers/Instructors	30	27	3
Shop Supervisors/Tradesmen	74	66	8
Recreational Personnel	1	1	0
Clerical/Administrative	115	83	32
Case Counselors/Case Managers	46	39	7
Psychologists/Social Workers	19	18	1
TOTALS	1117	971	146*

**Of the 146 vacant positions, 63 were unfunded in FY-05. Of the 63, 30 of those were Correctional Officers and 33 were non-uniformed positions.*