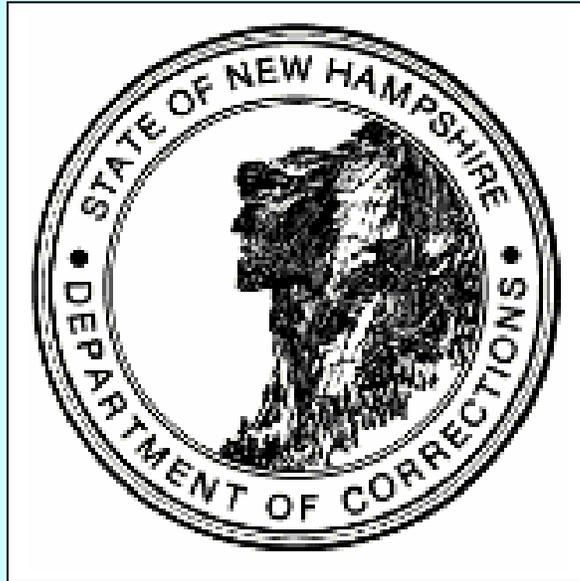


ANNUAL REPORT FOR THE FISCAL YEAR ENDING  
JUNE 30, 2006

NEW HAMPSHIRE  
DEPARTMENT OF CORRECTIONS



**State of New Hampshire**  
**July 1, 2005-June 30, 2006**

**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**

**Raymond J. Wieczorek**  
**Executive Councilor**  
**Fourth District**

**Debra Pignatelli**  
**Executive Councilor**  
**Fifth District**

New Hampshire Department of Corrections  
Annual Report for the Fiscal Year Ending June 30, 2006  
William L. Wrenn, Commissioner

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*The New Hampshire Department of Corrections Annual Report for the Fiscal Year that began on July 1, 2005 and ended on June 30, 2006 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/nhdoc](http://www.state.nh.us/nhdoc).*



## FORWARD

It is my pleasure to submit my first annual report to the Governor and Executive Council. I began my tenure about halfway through the 2006 Fiscal Year (FY-06). These past few months have been a learning experience but a rewarding one.

FY-06 was a year of growth. Among the accomplishments during that time were:

- The challenge of meeting the needs of an increasing female offender population occurred in several arenas. The Legislature passed SB-262, which establishes an administrator of female offender services and interagency coordinating council for female offender services. This enhances our ongoing efforts to provide appropriate security, treatment, and life skills programming for female offenders. The Department made other important changes in FY-06, such as increasing same-gender security at the Shea Farm Halfway House, providing gender-specific mental health training to staff, and opening a satellite office of the successful Family Connections Center at Shea Farm.
- In May, a lawsuit in a state court resulted in an order to install a Residential Treatment Unit for inmates with mental health issues. The staff is developing a comprehensive proposal to respond to this mandate, which will be implemented in FY-07.
- More than thirty inmates with special medical needs costing over one million dollars required us to request an additional allocation from the Legislative Fiscal Committee and the Governor and Executive Council. This is the result of an aging inmate population and the associated costs for caring for them. Our medical authorities studied alternatives such as purchasing a dialysis machine but determined it was too costly. New pharmacy software was purchased for more efficient distribution in an effort to keep costs down.
- The Department implemented a coordinated equipment purchase rotation plan for vehicles and weapons. Much of this equipment had not been replaced in many years and, traditionally, when the equipment was replaced it would be due to dire need. NHDOC identified the needs and developed a cohesive plan to meet them.
- The American Correctional Association recognized the hard work of DOC employees by awarding a three-year accreditation of the NH State Prison for Men, NH State Prison for Women, Lakes Region Facility, and the Northern NH Correctional Facility. The NHDOC joined only a handful of other states whose systems are fully accredited.
- The Correctional Information Service (CORIS) offender management database for Probation/Parole became fully functional in FY-06. Work began immediately to convert the prison management database to the same system.
- This will also be an essential tool as the department begins to emphasize a new philosophy of offender transition and re-entry into the community. The Department looks to better track offenders from intake to discharge and to coordinate appropriate treatment and services and provide offenders with tools and resources to succeed once they are released.

Among the goals in FY-07 will be full implementation of a new Corrections reorganization plan. It will identify specific management areas for the Assistant Commissioner and the new positions of Deputy Commissioner and Inspector General. The Assistant Commissioner's role would be to oversee Medical and Forensic Services, Human Resources, Training, Information Technology, and Resource Development. The Deputy Commissioner will oversee offender programming, operation support such as offender records and classification for the four state prisons, three halfway houses, and the Division of Field Services. The newly created position of Women Offender and Family Services Administrator would report to the Deputy Commissioner. The Inspector General position is proposed to oversee employee and institutional investigations, internal audits, legal affairs, inmate hearings, and agency rules.

Another important area that must be addressed not only in the short term but also the long term is available housing for the burgeoning inmate population. I believe the time has come to build the additional 500 beds on the Northern New Hampshire Correctional Facility in Berlin. Further exacerbating the inmate population problem, the Lakes Region Facility in Laconia closed two housing units due to disrepair restricting already limited available bed space; and for the first time, the entire female offender population in Department facilities was comprised of state-sentenced inmates. As the Department strives to improve services for our women's population, we are still faced with carrying out those efforts in a small, leased facility. Overall, additional beds would ease the burden at first but significant construction or renovations will need to be studied as the Department better prepares to meet the needs of the offenders and the public in the years ahead.

Respectfully submitted,

*William L. Wrenn*

William L. Wrenn  
Commissioner  
New Hampshire Department of Corrections  
Concord, New Hampshire



*Commissioner Wrenn addresses Governor John H. Lynch and the Executive Council during their meeting at DOC Headquarters in January 26, 2006.*

## **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, parole and incarceration.
- 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.

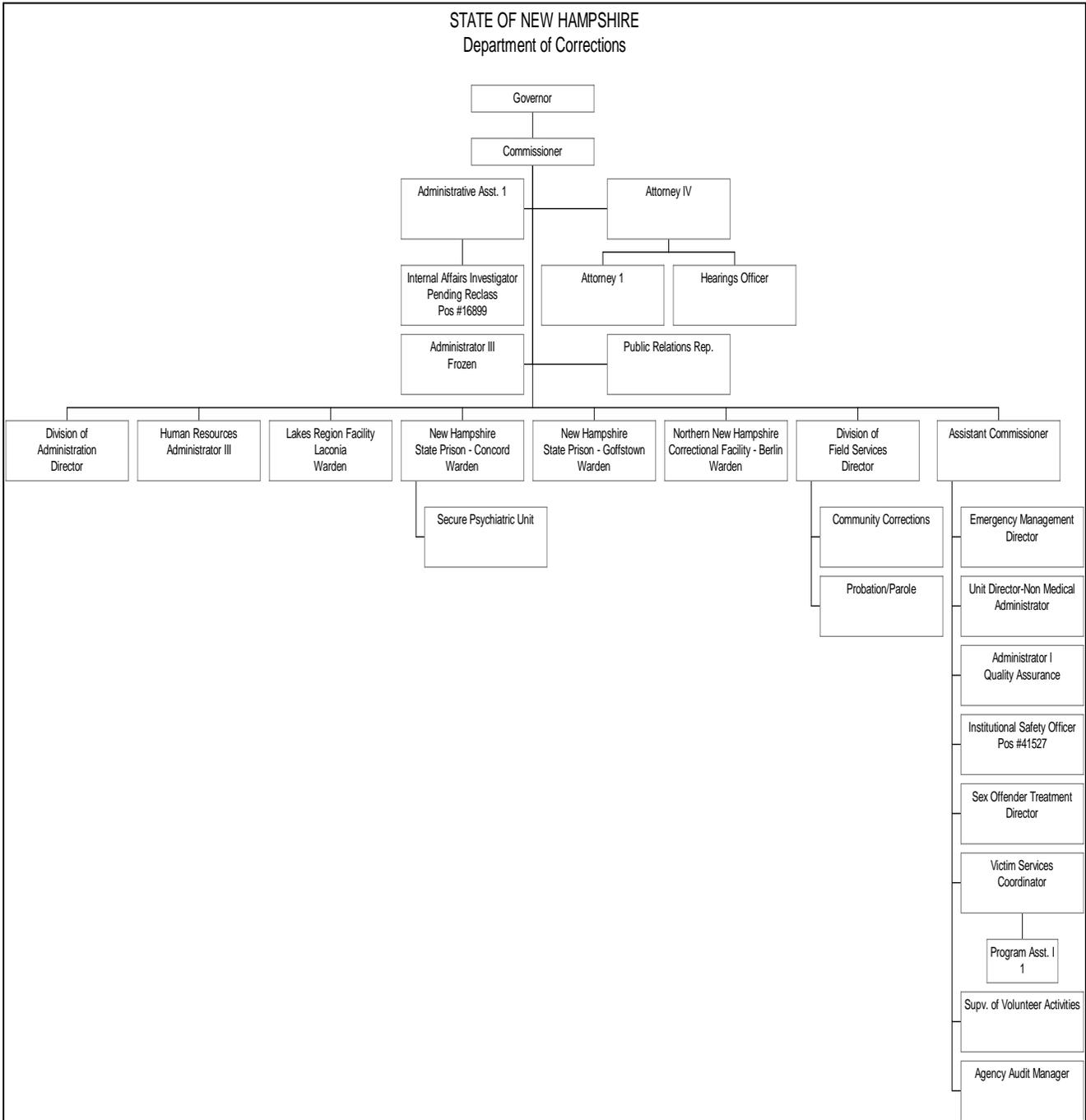
#### **Professionalism**

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) is reflected in the chart below. This organization was under review for much of FY-06 and new revisions for FY-07 will be proposed to the New Hampshire Legislature to better reflect the department's mission and changing operational requirements. The new focus would emphasize offender transition into the community. The Department hopes to implement the new organization by the start of FY-08.



### 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 multi-security level facility for female offenders.
- The **Lakes Region Facility** (LRF), Laconia - A medium-minimum security level facility for males.
- 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 Human Resources Coordinator and training officer.

#### NHSP/M:

The New Hampshire State Prison for Men (NHSP/M) is a multiple-custody level facility designed to house 928 inmates. At the end of FY-06, NHSP/M housed 1,397 residents.

Staffing challenges continued to face NHSP/M, though the Recruitment Team developed in FY-05, enhanced the process through active recruitment and accelerated hiring for correctional officers in FY-06.



In FY-06, NHSP/M, in cooperation with Pathways to Hope and Gail Fisher's All Dogs Gym and Inn, began a service dog training program. Twenty inmate volunteers were identified to begin an orientation program for Service Dog training. Eight inmates were chosen as primary and secondary trainers for the dogs. Three puppies moved into the facility in October 2005. The puppies, Rosie (a Golden Mix), Joey (a Black Lab) and Morgan (a Golden), have been moving through their eighteen month training program. The training is going well with a graduation to occur in 2007.

In line with national trends, the average term of incarceration in New Hampshire is three to six years. Given this information, NHSP/M provided offenders with education, treatment and training programs to enhance opportunities for life changes that will provide them with support in reentering their community and the workforce. Programs offered at NHSP/M include: Education, Vocational Training, Industries Job Training,

Life Skills, Substance Abuse, Sex Offender Treatment, Recreation, Library, Hobbycraft, and Religious Services.

**NHSP/W:**

The population at the end of FY-06 was 102 medium and minimum custody females with an institutional capacity of 104. The average offender population was at or above capacity for the reporting period. Beginning in the period of spring 2006 the inmate population for the first time did not include county offenders. The inmate population is comprised almost exclusively of state-sentenced offenders.

During FY-06, NHSP/W achieved American Correctional Association re-accreditation with an overall score of 98.6%.

This facility identified and implemented gender responsive in-service staff training on the subjects of supervision of female offenders, trauma awareness, and substance abuse curriculum and integrated the classes into programming activities. More high school level educational courses were identified and implemented in conjunction with Granite State High School. Challenges continued with staff turnover in the education area. New special education and vocational education instructors were hired to fill positions left vacant by retirement.

A new staff telephone voice mail was installed to provide enhanced incoming and outgoing service to staff and easier access by the public.

**LRF:**

The population at the end of FY-06 was 260 minimum and medium custody male inmates. There are currently four buildings operating to accommodate this population with a capacity of 412.

The Spare Unit houses the 28-day Parole Violator's Program as well as approved C-1 inmates that are awaiting a bed at a halfway house. The Parole Violator's Program addresses those parolees that are not conforming to the required guidelines of parole supervision and serves as an alternative to violating their parole and returning them to prison. During FY-06 a total of 63 parolees successfully completed the program, which represents 1764 bed days. With an average parole setback of 366 days and subtracting 1,764, this represents 21,294 fewer bed days needed to house parole revocations.

The pre-release programming concept continues to be the mission for the facility. All inmates entering the prison must complete courses addressing their abilities to successfully transition back into the community. Those programs include orientation, substance abuse programming, anger management, employment preparation and resume writing, recovery tools, GED preparation and tutoring for English as a Second Language, parenting classes, accessing resources in the community, current events and assigned work details in the community. Innovative programs have been expanded to include parenting skills sessions and a parenting program that involves community resources and participants.

Inmate work crews have provided services to various non-profit agencies in the Laconia area. A total of 19,152 hours of work was completed, equivalent to a cost of \$98,662 that agencies saved by these work crews.

The maintenance work force has continued to focus on the deteriorating infrastructure of the complex. They have taken two buildings off line due to the strain of the fragile steam system. This allowed us to consolidate the Mail/Property Office and the Field Services Division in one building. One of the housing units, Peterson Building, was also taken off line due to a faulty sprinkler system. Upgrades were made to the Rice Building, a housing unit for 72 minimum custody inmates. They have continued repairing major steam leaks and water mains as well as working with a consultant hired to address storm water issues as outlined by the Environmental Protection Agency.

### **NCF:**

The population at the end of FY-06 was 557 medium and minimum security male inmates, which is 22 offenders higher than the rated capacity.

There appeared to be an increase in activity by Security Threat Groups, which is a challenge for which prison facilities must prepare. About 20% of the prison's population is known to be associated with gangs. The facility's Investigations Unit aggressively monitored this activity in FY-06. In November 2005, a disturbance involving multiple inmates occurred in one housing unit which appeared to be gang-related. Three inmates were taken to Androscoggin Valley Hospital with non-life threatening injuries. Six inmates, including those who received treatment, were returned to the Secure Housing Unit at the NHSP/M to face disciplinary action. No staff were injured in the melee.



*Inmates and volunteers mingle at the annual NCF Volunteer Appreciation Awards Ceremony in June 2006.*

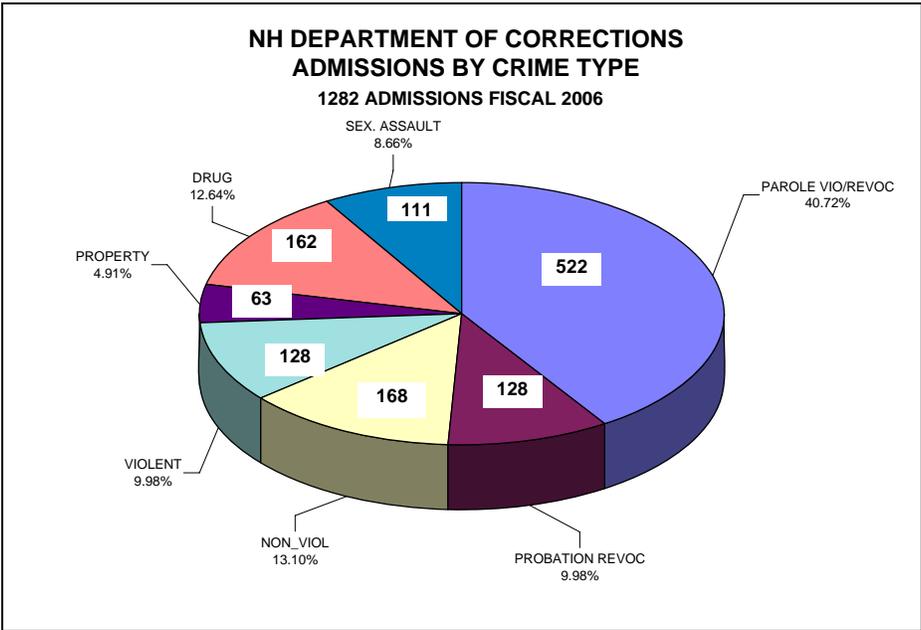
NCF retained nearly a full compliment of staff during FY-06. There are 216 positions allotted to NCF. Ten positions were frozen and thirteen employees were hired. At the end of the Fiscal Year there was only one uniform vacancy.

**B. FY-06 OFFENDER POPULATION DATA**

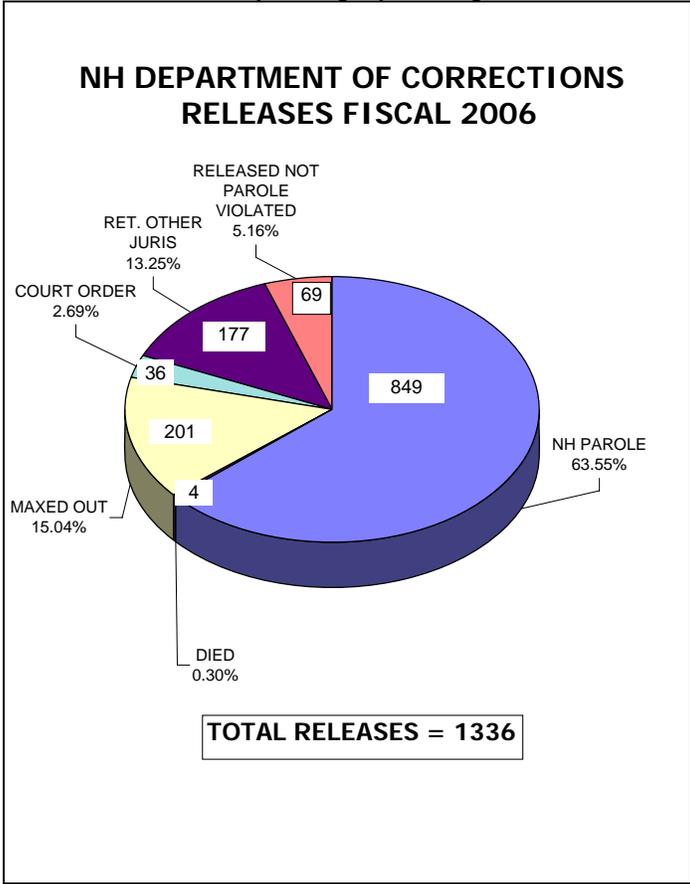
**FY-06 Admissions by Crime**

<b>Description</b>	<b>Number Admitted FY2006</b>	<b>% of Total</b>
-----	---	-----
VIOLATION OF PAROLE	522	40.7%
DRUGS-MFG, SALE, POSSESSION	162	12.6%
PROBATION REVOCATION	128	10.0%
SEX OFFENSES	107	8.3%
TRAFFIC OFFENSES	103	8.0%
AGGRAVATED ASSAULT	66	5.1%
LARCENY	36	2.8%
BURGLARY	34	2.7%
ROBBERY	32	2.5%
HOMICIDE	15	1.2%
FORGERY AND COUNTERFEITING	15	1.2%
WEAPONS, CARRYING AND POSSESSION	11	0.9%
STOLEN PROPERTY	10	0.8%
FRAUD	8	0.6%
OBSTRUCTING THE POLICE	6	0.5%
ESCAPE, AIDING AND ABETTING ESCAPE	5	0.4%
ARSON	5	0.4%
FAILURE TO APPEAR	5	0.4%
PROPERTY DAMAGE	4	0.3%
FAMILY OFFENSES	4	0.3%
PUBLIC PEACE	3	0.2%
KIDNAPPING	1	0.1%
	-----	-----
	1282	100.0%

### Crime Categories during FY-06

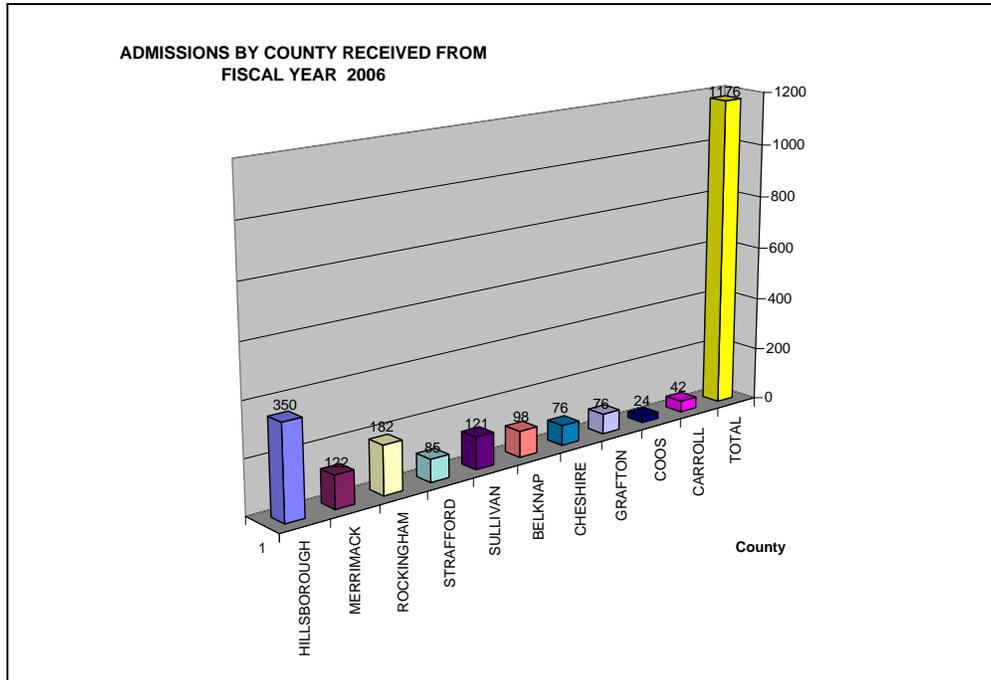


### Releases by Category during FY-06



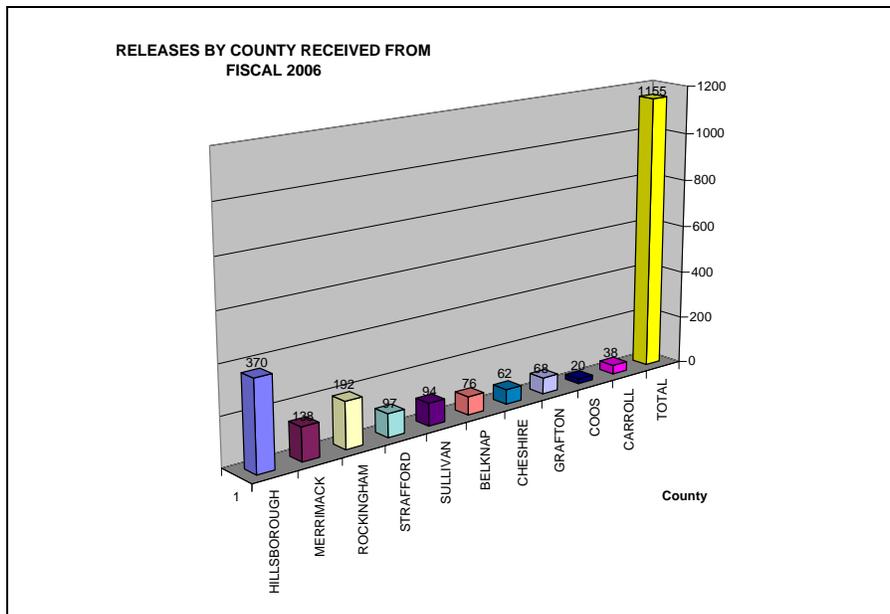
### Annual Admissions by County – FY 06

Offenders from Hillsborough, Rockingham, and Merrimack Counties accounted for more than 55% of all new inmate admissions during FY-06.



### Annual Releases by County Received From – FY-06

Likewise, over 60% of the inmates released in FY-06 were originally sentenced from Hillsborough, Merrimack, and Rockingham counties.



**Annual Admissions FY 02 – FY 06**

	<b>FY-02</b>	<b>FY-03</b>	<b>FY-04</b>	<b>FY-05</b>	<b>FY-06</b>
New Prisoners	568 - 36.76%	568 - 39.44%	553 - 39.28%	577- 40.24%	642 - 43.55%
Parole Violators	405 - 26.21%	390 - 27.08%	447 - 31.75%	447 - 31.17%	542 - 35.41%
Probation Revocations	193 - 12.49%	155 - 10.76%	110 - 7.81%	116 - 8.09%	128 - 8.68%
Transfers - Other Jurisdictions	379 - 24.53%	327 - 22.71%	298 - 21.16%	294 - 20.50%	182 - 12.35%
<b>TOTALS</b>	<b>1,545 -100%</b>	<b>1,440 - 100%</b>	<b>1,408 - 100%</b>	<b>1,434 -100%</b>	<b>1,474 - 100%</b>

**Annual Releases FY 2002 – FY 2006**

	<b>FY-02</b>	<b>FY-03</b>	<b>FY-04</b>	<b>FY-05</b>	<b>FY-06</b>
Court ordered	127 - 9.2%	107 - 7.50%	40 - 2.71%	30 - 2.15%	36 – 2.69%
Died	6 - 0.43%	5 - 0.35%	5 - 0.34%	9 - 0.64%	4 – 0.30%
Maxed Out	194 - 14.05%	190 - 13.32%	189 - 12.80%	182 - 13.03%	201 – 15.04%
NH Parole	632 - 45.76%	774 - 54.28%	866 - 58.67%	809 - 57.90%	849 – 63.55%
Released - not parole violated	52 - 3.77%	31 - 2.17%	58 - 3.93%	57 - 4.08%	69 – 5.16%
Returned to other jurisdictions	370 - 26.79%	319 - 22.37%	318 - 21.54%	310 -22.19%	177 – 13.25%
<b>TOTALS</b>	<b>1,381 - 100%</b>	<b>1,426 – 100%</b>	<b>1,476 - 100%</b>	<b>1,397 - 100%</b>	<b>1,336 – 100%</b>

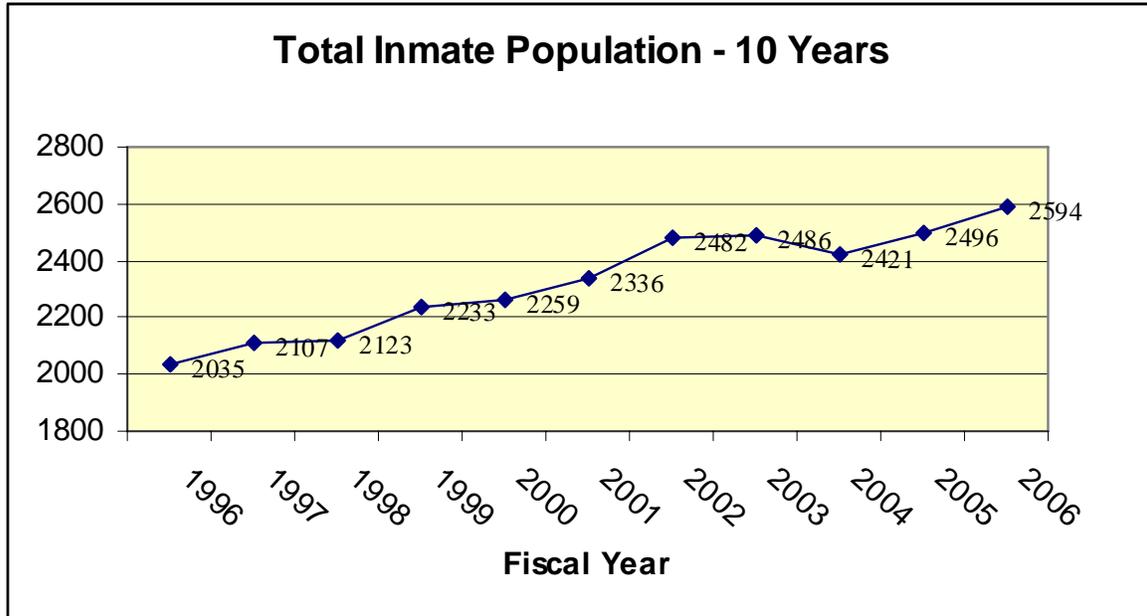
**ADULT PAROLE BOARD**

The data charted here is based on records held at the Adult Parole Board Office in Concord

<b>Parole Hearings</b>			
<b>Fiscal Year</b>	<b>Number</b>	<b>Approved</b>	<b>Denied</b>
<b>FY-04</b>	1,083	867 (80.0%)	216 (20.0%)
<b>FY-05</b>	1,127	809 (71.8%)	318 (28.2%)
<b>FY-06</b>	1,176	849 (72.2%)	327 (27.8%)
<b>Parole Revocation Hearings</b>			
<b>Fiscal Year</b>	<b>Number</b>	<b>Revoked</b>	<b>Returned to Parole</b>
<b>FY-04</b>	405	339 (83.7%)	66 (16.3%)
<b>FY-05</b>	447	390 (87.2%)	57 (12.8%)
<b>FY-06</b>	542	473 (87.2%)	69 (12.8%)

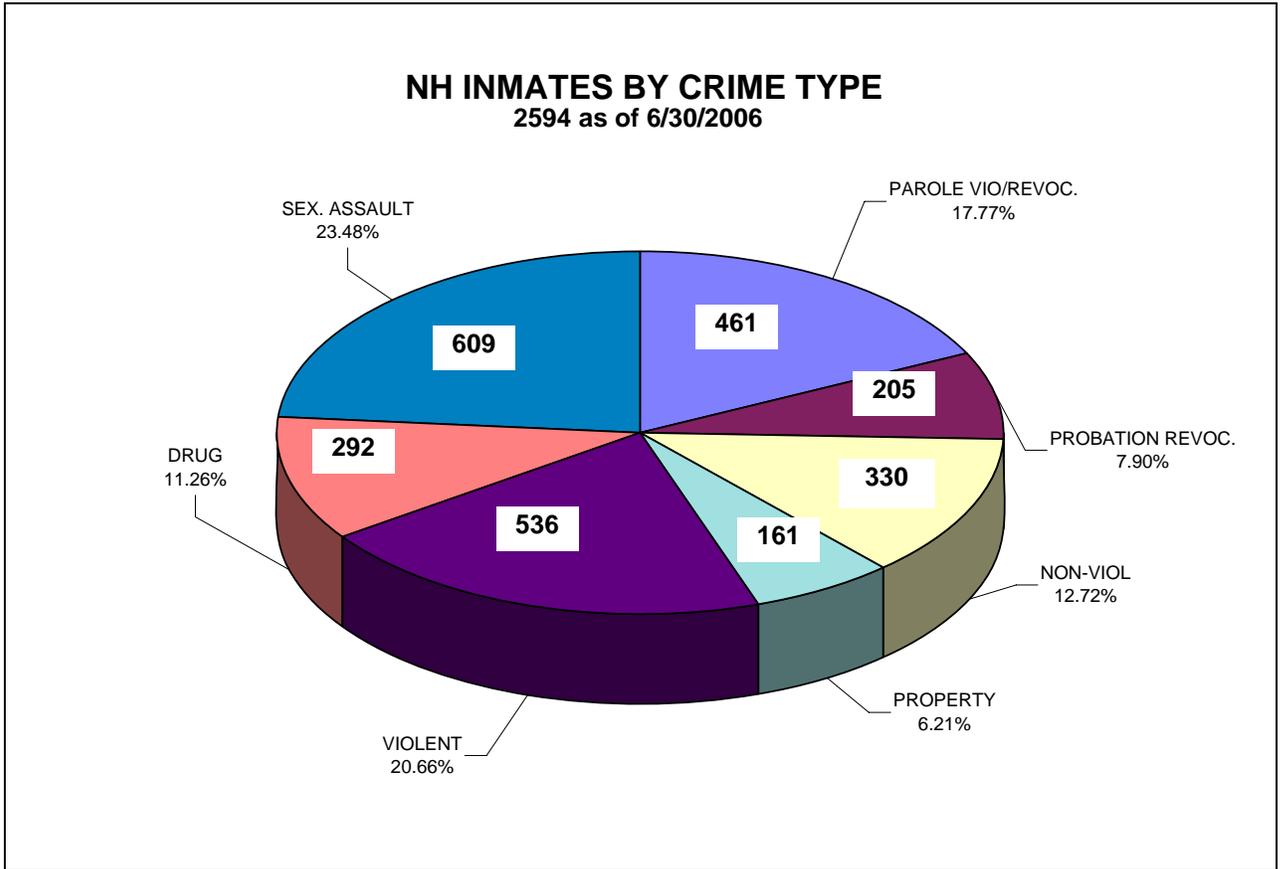
### Total Incarcerated Population – June 30, 2006

Prior to FY-05, the prison population had increased on average by approximately 2.5 percent per year except in FY-04. In FY-06, the number of inmates increased by nearly 100 and the trend at the start of FY-07 shows continued significant growth. The chart below reflects the total incarcerated population at the end of the last ten Fiscal Years.



## Total Incarcerated Population by Crime Type

The largest category of crimes for which most prisoners are incarcerated in New Hampshire prisons is sexual assaults at 23.5% of the population. The next largest category is crimes of violence at 21%.



**NH DEPARTMENT OF CORRECTIONS  
CRIMES COMMITTED BY INCARCERATED NH INMATES**

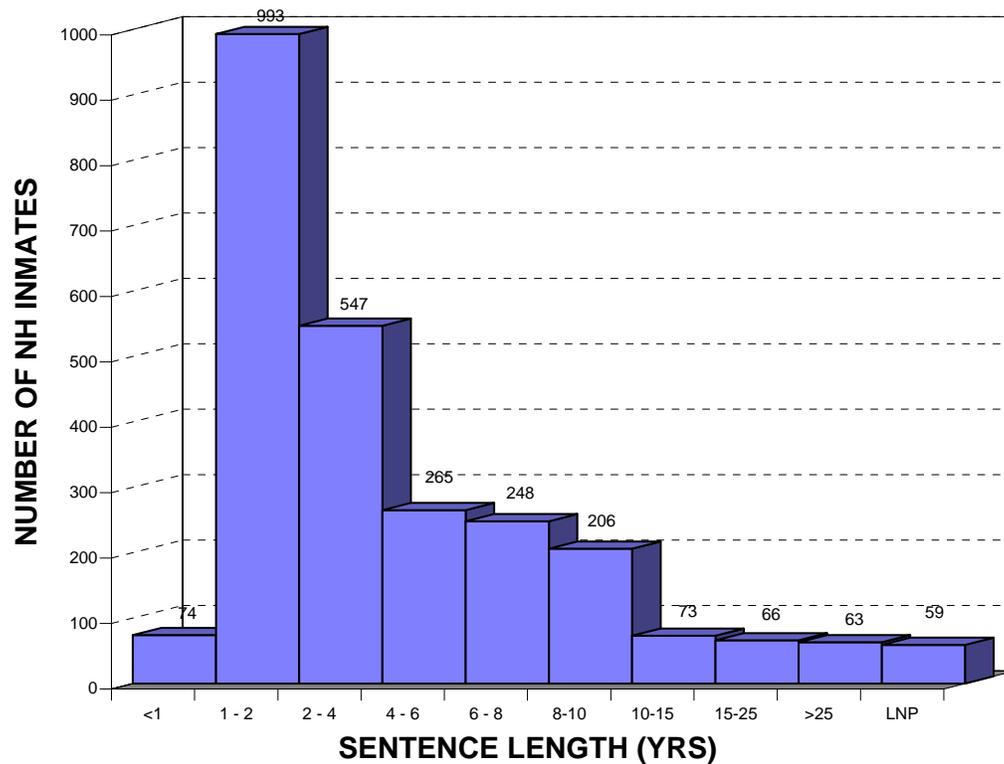
Description	Number Incarcerated 06/30/06	% of Total
-----	-----	-----
SEX OFFENSES	609	23.5%
VIOLATION OF PAROLE	461	17.8%
DRUGS-MFG, SALE, POSSESSION	292	11.3%
HOMICIDE	250	9.6%
PROBATION VIOLATION	205	7.9%
AGGRAVATED ASSAULT	165	6.4%
TRAFFIC OFFENSES	150	5.8%
BURGLARY	92	3.5%
ROBBERY	90	3.5%
LARCENY	64	2.5%
WEAPONS, CARRYING AND POSSESSION	42	1.6%
STOLEN PROPERTY	40	1.5%
OBSCENITY	20	0.8%
FORGERY AND COUNTERFEITING	19	0.7%
KIDNAPPING	16	0.6%
ARSON	15	0.6%
FRAUD	14	0.5%
ESCAPE, AIDING AND ABETTING ESCAPE	12	0.5%
OBSTRUCTING THE POLICE	10	0.4%
FAILURE TO APPEAR	9	0.3%
PROPERTY DAMAGE	8	0.3%
FAMILY OFFENSE	5	0.2%
PUBLIC PEACE	3	0.1%
STOLEN VEHICLE	2	0.1%
CONSERVATION	1	0.0%
	<b>2594</b>	<b>100.0%</b>

## Incarcerated Population by Sentence Duration

This chart represents the total number of offenders by new sentence received. It excludes offenders incarcerated for Parole Revocations who's "setbacks" or continued incarceration vary based on what is ordered by the Adult Parole Board.

### NH DEPARTMENT OF CORRECTIONS PRISON SENTENCES BEING SERVED

AS OF 6/30/2006



### Total Incarcerated Population by Age on June 30, 2006

In FY-06, approximately 65% of the prison population was over age 30 and approximately 39% were age 40 or older.

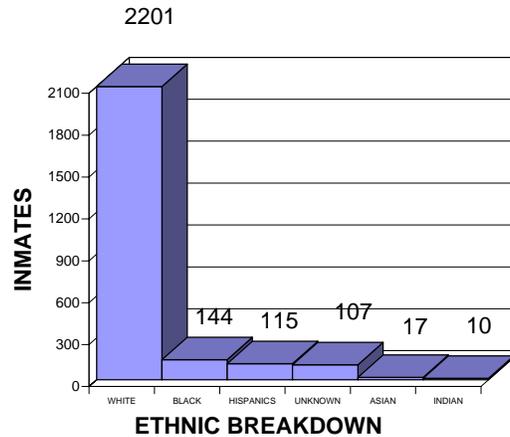
#### NH Department of Corrections Inmate Age Distribution

Age Group	AS OF 6/30/2006	% TOTAL	CUM %
<17	0	0.0%	0.0%
17-18	7	0.3%	0.3%
19-21	133	5.1%	5.4%
22-24	279	10.8%	16.2%
25-27	282	10.9%	27.0%
28-30	218	8.4%	35.4%
31-33	204	7.9%	43.3%
34-36	218	8.4%	51.7%
37-39	231	8.9%	60.6%
40-42	227	8.8%	69.4%
43-45	198	7.6%	77.0%
46-48	160	6.2%	83.2%
49+	437	16.8%	100.0%
	2594	100.0%	

## Total Incarcerated Population by Gender/Ethnic Group on June 30, 2006

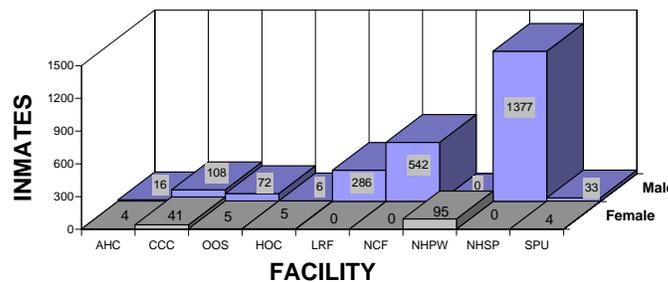
During FY-06, 15.1 % of the prison population described themselves as other than White or Caucasian, which was an increase of 2.3% from FY-05.

### NH DEPARTMENT OF CORRECTIONS NH INMATES AS OF 6/30/2006



At the end of the Fiscal Year, there were 154 women incarcerated in NHDOC facilities, with five more in out-of-state facilities and five in a county house of corrections. The females housed in county facilities were placed there due to overcrowding concerns at the NHSP/W Goffstown. Incarcerated females comprise 5.9% of the total population, an increase of .2% over FY-05.

### NH DEPARTMENT OF CORRECTIONS NH INMATES BY FACILITY/GENDER as of 6/30/2006



## *C. Field Services/Community Corrections*

### Field Services

- The new CORIS (Correctional Information System) automated offender management system went on line to help better manage the offender population on Probation and Parole. The department is optimistic that the prison piece of the management system will go online during FY-07.
- Offender collections (money paid by offenders toward restitution, etc) are now collected and managed at a Central Office collections unit instead of by the individual District offices. This allows for a systematic distribution process and allows district office employees to spend more time in other areas.
- All Division Probation/Parole Officers will be armed with state issued weapons. The division acquired new Glock firearms and the distribution process began during FY-06.
- The Division hosted a day-long sex offender training with the assistance of the Center for Sex Offender Management, which was followed by a sex offender training session for Superior Court Judges.
- The Division collected: \$1356.28 through asset forfeiture
- Offender payments collected: \$2,863,517
- Offender payments disbursed: \$3,144,479 (disbursement still slightly exceeds collection due to release of money from previous years. Eventually, both numbers will be about equal)

### **Caseload Charts as of June 30, 2006**

<i>District Office</i>	<i>Parole</i>	<i>Probation</i>	<i>AHC</i>	<i>Other caseloads*</i>	<i>Totals</i>
<b>Berlin DO</b>	26	206	2	60	294
<b>Claremont DO</b>	73	249	2	68	392
<b>Concord DO</b>	270	505	4	440	1219
<b>Dover DO</b>	106	651	3	526	1286
<b>Exeter DO</b>	149	882	6	1108	2145
<b>Keene DO</b>	76	261	1	251	589
<b>Laconia DO</b>	69	207	1	319	596
<b>Manchester DO</b>	366	719	3	597	1685
<b>N. Haverhill DO</b>	63	492	3	386	944
<b>Nashua DO</b>	100	339	4	768	1211
<b>Ossipee DO</b>	34	163	0	202	399
<b>TOTALS</b>	<b>1332</b>	<b>4674</b>	<b>29</b>	<b>4725</b>	<b>10760</b>

*\* 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 participation on June 30, 2006.

**THE ACADEMY PROGRAM – FY-06 participation breakdown**

COUNTY	PARTICIPANTS	# COMPLETED*
Carroll**	0	0
Cheshire	73	4
Coos**	0	0
Grafton	33	1
Hillsborough North	60	24
Hillsborough South	35	6
Merrimack	38	16
Rockingham	40	0
Strafford	19	10
Sullivan	68	12
<b>TOTAL</b>	<b>366</b>	<b>73</b>

*\*Some offenders are still participating in the Academy on June 30, 2006.*

*\*\*No contract awarded for Carroll and Coos County during FY - 06*

**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.



*In February, Gov. John H. Lynch toured the Shea Farm Halfway House in Concord. (L-R): Gov. Lynch, Commissioner Wrenn, an aide to the Governor, and Community Corrections Administrator Joanne Fortier.*

**COMMUNITY CORRECTIONS BREAKDOWN – JULY 1, 2005 – JUNE 30, 2006**

	<b>CALUMET</b>	<b>NORTH END</b>	<b>SHEA</b>
Residents assigned to the program	182	148	118
Residents paroled from the program	129	87	62
Residents released on max date	21	10	0
Residents returned to NHSP for violations	32	51	54
Walkaways	1	2	0
Parolees assigned to the program	4	8	3
Federal inmates assigned to the program	0	0	0
Release to AHC	0	1	5
Residents in-house in June 30, 2006	64/64	48/48	42/42
Money paid to state for Room & Board	\$170,809.20	\$ 75,851.08	\$ 19,346.91
Money residents saved	\$138,286.03	\$203,726.45	\$ 45,102.74

During FY-06, \$33,859.97 was collected from residents for restitution payments.

During FY-06, \$63,329.00 was collected from residents for cost-containment (court-appointed attorney) fees.

28-Day Parole Violator 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. 63 offenders successfully completed the program in FY-06.

***D. Medical/Forensics***

In FY 06 , the Medical/ Forensic Division moved to a more integrated behavioral, dental and medical health system in order to better assess, diagnose and treat individuals with co-occurring and co-morbidity issues. Such efforts have been complemented by a number of performance improvement team initiatives in the area of mental health, wellness, medication administration and nutrition.

<b>NH Department of Corrections Top Medical Diagnoses for the FY-06</b>
<b>Major Illness</b>
<b>Assault with Treatment</b>
<b>Cardiac</b>
<b>Stroke</b>
<b>Cirrhosis</b>
<b>Dialysis</b>
<b>Respiratory Arrest</b>
<b>Cancer</b>

Additionally, the Division has worked closely with the legislature and other state agency initiatives including a committee to study the delivery of health care in correctional settings, a committee to study the relocation of the Secure Psychiatric Unit and to establish policies to meet the requirements of the sexually violent predator statute that goes into effect on January 1, 2007.

The Division has been developing programs and processes to meet the requirements of the Holliday et al, Court Order which requires the Department to have all aspects of the order

implemented by May, 2007. The court order includes the establishment of a residential treatment unit for inmates who have been diagnosed with a mental health illness and because of their status cannot reside in general population. The Division estimates that approximately 40 inmates will meet the admission criteria for residential treatment with the goal of treating the individual so that the individuals can eventually reside in a prison setting. Additionally, the Division is establishing a number of behavioral group therapy programs, monitoring to ensure that inmates receive their medication on a timely basis, and the implementation of a behavioral health electronic medical record system.

**NH Department of Corrections: General Mental Health Services**

*Top 5 Diagnoses for Offenders Receiving Treatment from FY-06*

Axis I Diagnoses	Percentage of Current Mental Health Cases
Depressive Disorder	29.9%
Anxiety Disorder	10.6%
Adjustment Disorder	6.0%
Borderline Personality Disorder	6.0%
Post Traumatic Stress Disorder	5.6%

Data collected regarding offenders' drug of choice is conducted upon an offender's entry to our facilities. This data is reported on the TCU Substance Abuse Screening Assessment and is summarized below:

***Top 10 Drugs of Choice  
as Indicated by Offenders Entering NH Department of  
Corrections: Concord Prison for FY-06***

- Alcohol
- Cocaine
- Marijuana
- Opiates
- Heroin
- Crack
- Other Prescription Drugs
- Hallucinogens
- Ecstasy
- Depressants

The NHDOC is responsible for the health care needs of approximately 2,600 male and female offenders, a significant number of which present with severe medical and behavioral health issues. In collaboration with community physicians, hospitals, and the Dartmouth Medical School's Department of Psychiatry, the Division strives to continue to meet those needs by managing a delivery system that focuses on services that are appropriate and cost effective.

### ***E. Office of Compliance, Quality Improvement, and Research***

FY-06 has been an extremely active year for DOC's Quality Improvement (QI) Program. An additional four Performance Improvement Teams (PITeams) were added to the seven Performance Improvement Teams formed last year. PITeams now include:

- Access to Health Care
- Dietary
- Medication Management
- Suicide Prevention
- Clinical Documentation
- Discharge Planning
- Surveillance
- Prevention and Control of Infections
- Special Housing Unit
- Health and Wellness
- Educational and Vocational Services
- Recruitment and Retention

These PITeams are at various stages of 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. A PITeam focused on the elimination of prison rape will be formed during FY-07.

Action Plans, developed as a response to comprehensive quality assurance reviews of the Secure Psychiatric Unit (SPU), Mental Health Services programs and various audits are being monitored regularly. In addition, a comprehensive compliance plan was developed in response to a court order and is being monitored on an on-going basis. Compliance with various Settlement Agreements is also being monitored.

The DOC's Research program completed an extensive draft study of recidivism and has generated numerous reports that have helped to inform DOC management and legislative policy makers.

Finally, the Office of Quality Improvement, Compliance and Research took on responsibilities in the area of grants development and management. DOC received a one million dollar PREA award from the US Department of Justice to implement a comprehensive approach to the elimination of prison rape.

## IV. PROGRAMS AND SERVICES

### A. *INMATE PROGRAMS*

#### **Education Programs:**

Education is a cornerstone for success in the community. At the end of FY-06, 927 (34.2%) incarcerated inmates had received a GED, 491 (18.16%) had high school diplomas, and 1,327 (49%) had neither. The NHDOC offers inmates opportunities to attend high school, GED classes, and college classes as well.

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. Thirteen students received diplomas in FY-06. Twenty are projected to qualify in FY-07.

During FY-06, 78 inmates earned their GED. It is projected that 135 inmates will earn their GED in FY-07.

In FY-06, 1,029 different inmates participated in high school courses.

At NHSP/W, education classes have expanded in order to allow women to also pursue their high school diplomas. Courses in writing, literature, public speaking, science, philosophy, psychology, and nutrition have been added to the previously existing offerings. Running Start college courses have also been made available to the women. We plan to have the first high school graduation from NHSP/W in FY-07. GED's are also available to female inmates.

#### **Adult Vocational Training Center- 2006**

The Adult Vocational Training Center at the Concord facility comprises nine vocational training programs. Each vocational training program focuses on providing offenders with opportunities to develop foundational skills and core competencies in relevant occupational areas, all in preparation for successful re-entry into society with valuable workplace competencies. Vocational Training programs are offered at the custody levels of C-2 (minimum custody) through C-5 (maximum custody). Inmate student enrollment on a daily basis averages between 190 and 220, depending on the various custody levels and operations. From July 1, 2005 through June 30, 2006, 352 certificates of completion were issued to inmates enrolled in the various vocational training programs. Each program is listed below.

**Auto Body Program:** The Auto Body Program's curriculum is a competency-based program offering three separate levels of training. Each level of instruction has a specific set of training objectives and competency requirements intended to enhance the career opportunities within the field of auto body restoration and repair. Inmates develop industry-recognized skills in renovating used cars, masking vehicles, and auto body painting. As offenders progress they can also move to higher levels where they can receive skills in auto glass installation, installation of accessories, and frame straightening.

**Auto Mechanics Program:** The Automotive Program is a competency-based program that trains offenders in repairs and maintenance of all types and models of automobiles. Offenders work towards four specific certificates aligned with career positions. The competency certificates are: Service Station Attendant, Mechanics Helper, Entry-level Mechanic, and Service Mechanic. In addition, successful offenders who have completed the four certificates offered through the

program are then eligible to take industry recognized testing for Automotive Service Excellence (ASE) in seven different automotive repair areas.

**Business Education Program:** This program is comprised of a series of courses and work experiences that provides offenders the opportunity to learn about the field of business and develop skills needed for success in the workplace. Offenders participating in this certificate program study business content areas (i.e. business management, marketing, accounting, personal finance, etc.) and learn the interrelationships between business areas. Through this effort they develop a well-rounded knowledge of business from the standpoint of an employee, as well as from that of a consumer. Through lecture, activities (both individual and team-based), projects, guest speakers, and individualized study, offenders learn how to become critical thinkers who can apply the learned principles in a job environment. These courses and work experiences are designed to align with the National Business Education Association standards for Business Education as well as the competencies required by the NH Department of Education.

**Building Trades Program:** The Building Trades Program is a competency-based program that trains offenders in a variety of building trade related skills at the minimum security level. These skills range from basic carpentry, roofing and siding, to electrical work. Through these structured work experiences, offenders earn competency-based certificates as a roofing applicator, laborer-carpenter, rough carpenter and carpenter. Offenders are provided the opportunity to build sheds, gazebos, and a variety of home-related structures that the public may purchase. Through an articulation agreement with the New Hampshire Community Technical College/Manchester, inmate students can participate in electrical instruction and earn advanced placement at the Community Technical College. Presently, this program is located next to the Creative Creations shop at the Farm.



**Family Connections Center:** The Family Connections Center is a family support program that works with incarcerated parents and their families. Created in Fall 1998 at the Lakes Region Facility, with grant funding and community collaborations, the Center expanded in December 2005 to provide services at Shea Farm in Concord for incarcerated mothers.

Core programming includes parenting education class, weekly support groups, recording books on tape to send home to children and semi-private program visits with their children. In Spring 2006, both Centers added a new program, *Family Reentry Planning*. This is family counseling provided by community professionals involving the incarcerated parent, his/her child, and the child's caregiver. Offender participation is voluntary.

In FY-06, a total of 254 different male inmates participated in the Family Connections Center at the Lakes Region Facility in Laconia. These 254 inmates participated at the Center 3,611 times for services and programming. A total of 76 men completed the 18-hour parenting education class and 148 incarcerated fathers attended parenting support groups 1,083 times. There were 229 program visits to 30 fathers with 47 of their children.

**Food Services Management:** The Food Service Management Program is comprised of a series of courses and lab experiences that provide the offender the opportunity to learn about the food and hospitality industry while developing a wide variety of skills needed for success in the food

industry. These courses and work experiences are designed to align with the National Restaurant Association Educational Foundation standards for Food Service as well as the competencies required by the NH Department of Education. Offenders participating in this certificate program study food service content areas (i.e., food preparation, presentation, sanitation, etc.) through lecture, activities, projects and individualized study to apply the learned principles in a job environment.

**Horticulture Program:** Horticulture is a competency-based program located at the Concord facility for offenders at the minimum-security level (C-2). This vocational-training environment is involved with projects in the community, such as designing and installing landscaping for schools or other agencies by providing a wide variety of plants and flowers. Offenders pursue a certificate in Applied Horticulture Studies.

**Information Processing Program:** The Information Processing Program similar to Business Education is comprised of a series of courses and work experiences that provide offenders the opportunity to learn about the field of computers needed for success in the workplace. These courses and work experiences are in the process of alignment with the International Society for Technology in Education standards (ISTE) for computer education, National Business Education Association standards on information technology as well as the competencies required by the NH Department of Education.

Offenders participating in this certificate program develop foundational computer and literacy skills as they advance into more rigorous areas of computer study. Courses such as Typing/Keyboarding and Computer Fundamentals I & II set the stage for the interested offender to progress into learning the varied areas of Microsoft Office, Front Page and Object Oriented Programming aligned with careers and activities commonly practiced in the business and computer fields. Through lecture, activities (both individual and team based), projects, guest speakers, and individualized study, offenders learn how to become critical thinkers who can apply the learned principles in the computer field.

**Small Engines Program:** The Small Engines Program repairs a variety of current as well as older lawn mowers, garden tractors, motorcycles, chainsaws, all terrain vehicles (ATV), snowmobiles, snow blowers, etc. This program is a competency-based program and offenders receive certificates after demonstrating particular performance standards in job classifications such as Gasoline Engine Repairman, Repairman's Helper and Repairman's Helper I, Parts Counter Person and Basic Mig Welding.



**Technical Education:** This vocational training program is designed to prepare offenders interested in entering a technical field with an overall understanding of the skills and abilities needed for success. Offenders develop foundational skills needed for the workforce, i.e., understanding technology, processes, communications, etc. Additionally, offenders have the opportunity to study architectural and engineering software, strengthening their understanding of the field of technology. Offenders also study the physics and materials involved in technical communications.

**Recreation and Hobbycraft:** This program affords inmates, who have been discipline-free for 90-days, the opportunity to learn skills in woodcraft, leathercraft, ceramics, art, and sewing. Items made in the Hobbycraft programs can be sold at Corrections Creations, the prison retail store located in Concord. 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.

**Religious Programming:** This provides offenders with the opportunity to support and further promote their faith through Christian and Non-Christian services. The Department recognizes twelve religious affiliations and provides appropriate access to these affiliations.

**Substance Abuse Education** at NHSP/M offers two-levels of substance abuse education. Level One focuses on the general risks and impact of substance use and is eight hours long. Level Two is an intensive psychoeducational program involving inmates in a strong cognitive behavioral program. It is a series of three programs focusing on the psychophysiological impact of substances, the impact substances have had on the lives of the participants challenging inmates to look at their beliefs and how those beliefs have impacted their behavior and relapse prevention, supporting the inmates' transition to the community. Level Two is six months long and concludes with a graduation ceremony.

**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.

**Transition to the Community:** The LRF transition to a minimum security prison continued in FY-06. 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.

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

**Print Shop:** Inmates learn desktop publishing, typesetting and camera work while printing letterheads, envelopes, reports, and other requested items.

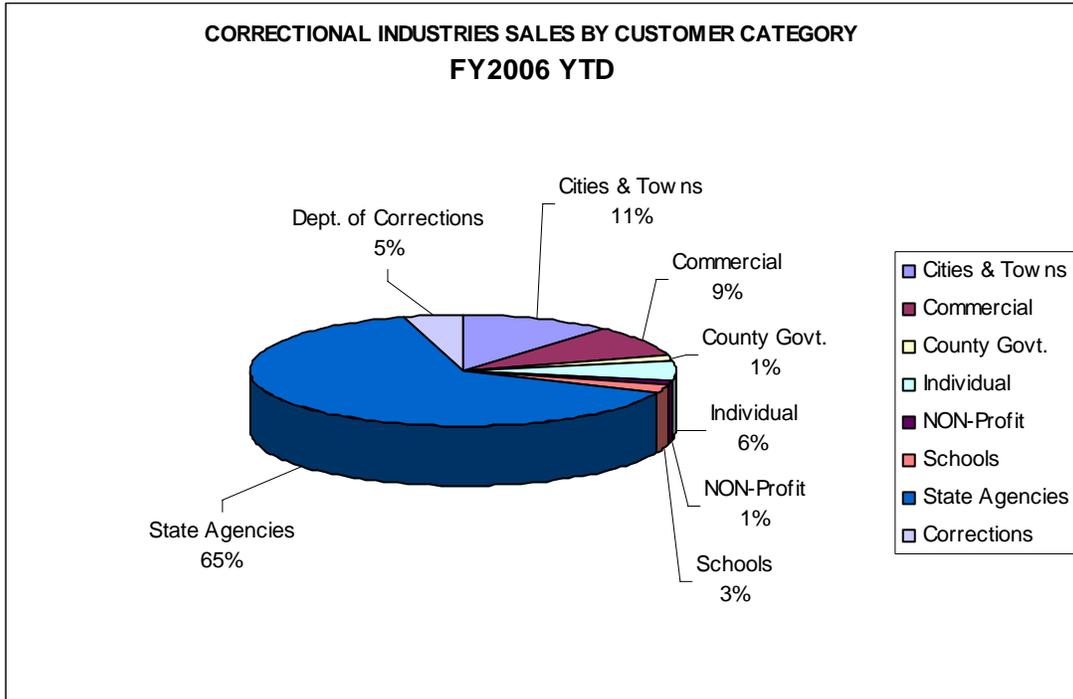
**Sign Shop:** Offenders produce street signs and traffic signs, engraved items, desk signs, name tags, and other products.

**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. A smaller version of this program is offered at NHSP/W.

**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 appropriate homes. This program continued into FY-06 and was run in conjunction with the Animal Rescue League of New Hampshire which provided the kittens, the food, and veterinary treatment. The offenders act as caregivers. This is operated 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.

## B. Correctional Industries



Category	Sales	Percentage
Cities & Towns	\$ 218,476.03	11%
Commercial	\$ 183,002.22	9%
County Govt.	\$ 28,368.69	1%
Individual	\$ 110,399.86	6%
NON-Profit	\$ 26,133.96	1%
Schools	\$ 50,738.59	3%
State Agencies	\$ 1,238,131.59	63%
Corrections	\$ 85,813.21	4%
NON NH State Agencies	\$ 4,191.77	0%
Federal Govt.	\$ 9,369.25	0%
Reps	\$ 188.35	0%
	<b>\$ 1,954,813.52</b>	<b>100%</b>

### *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 their return to the community, and assists in keeping operating costs low.

The approved FY-06 capital budget allowed the Department to complete the following maintenance projects at NHSP/M.

1. Roof repairs on the core area of the Administration Building
2. New steel grates built for the walkways to the housing areas
3. Electronic repairs on our Special Housing Unit
4. Road repairs from the flood in May 2006
5. Installed city water and sewage to Tower #4 and the Training room
6. Upgrade electronics in CCU Control room, Phase One, uncompleted work is still in progress
7. Install a new washer and dryer in the Laundry

New Equipment was also purchased to replace equipment which was worn out and/or not safe to use or too expensive to repair. Some of the purchases in the Kitchen included a dishwasher, proof box, garbage disposal and platform truck. A forklift, electric pallet jack and label machines were purchased for the Warehouse. The Laundry replaced a washing machine and dryer. Maintenance replaced a table saw, step ladders, cut saw, pick-up truck and a dump truck.

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-06.

*Community Corrections* – 165,817 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 NH Department of Transportation, the United States Federal Surplus, and numerous NHDOC off grounds operations.

*NHSP/W* – 330 hours. Offender work crews provided community services to Villa Augustina and yard work for the Goffstown Police Department.

*LRF* – 19,350 hours. The facility continued to provide community work crews to agencies in the area to include: NH Technical College, NH Veteran's Home in Tilton, St. Vincent De Paul, Gunstock Ski Area, Laconia Parks and Recreation, Department of Transportation in New Hampton, and the Humane Society.

*NCF* – 7,841. 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: 193,338. If this figure was multiplied by the Federal minimum wage of \$5.15 per hour it would equal \$995,690.70 in savings to these organizations and agencies.

## ***D. Volunteer Services***

Volunteer Services: More than 1,100 volunteers give of themselves annually to provide many services that enhance the services and programs offered by NHDOC. The Volunteer Orientation program prepares volunteers to provide services in the prison setting.

### **NHSP/M VOLUNTEER RECORDS MANAGEMENT STATE FISCAL YEAR ENDING JUNE 30, 2006\***

<i>Attendance Summary for the NH State Prison for Men **</i>	<i>Annual SFY06</i>	<i>Monthly Average</i>
Volunteer Hours @ NHSP/M	10,162	846.8
Different Volunteers	480	148
Different Engagements by Volunteers	3,759	313

*\*A statewide volunteer tracking system is under development*

*\*\*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 rights to be informed, involved and reasonably protected. We are respectful of their needs and their critical role in a successful justice system. Department staff collaborate 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 related to probation/parole cases at our Manchester District Office.

Victims and survivors of more than 1,050 current prison inmates (approaching 40%) are registered with the NH Department of Corrections for notification services. This is a nearly 200% increase in 8 years. This does not include current parolees with registered victims. With continued anticipation of an improved offender management information system, automating victim notification services is achievable in the years ahead. During SFY 2006, 1,585 victims and survivors were served through 3,475 documented service contacts by Victim Services staff. Victims experiencing domestic violence concerns constituted five percent (5%) of victims and survivors served. (This does not include victims of offenders sentenced for criminal convictions related to domestic violence.) Persons served included 64% females and 36% males. During SFY 2006, victims with offenders in the following crime categories were served:

Sexual Assault	42%	Other Violent	41%
Domestic Violence	5%	Non-Violent	12%

In the aftermath of crime, many people seek Victim Services support during prison custody reduction and parole processes. During SFY 2006, there were 386 documented contacts with concerned victims/survivors served through accompaniment at Parole Board hearings or other support as inmates progressed during the transition from prison to the community.

Victim safety planning and intimidation/harassment concerns are a priority whether offenders are sentenced to probation or prison followed by parole. During FY 2006, Victim Services staff responded to 46 individuals expressing specific safety concerns.

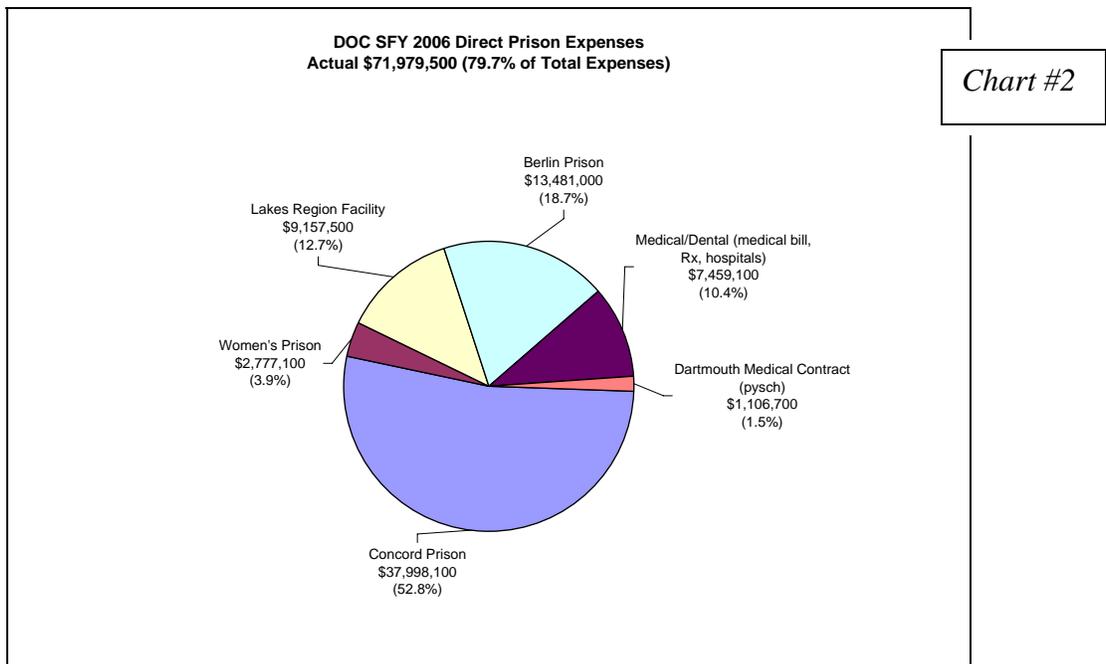
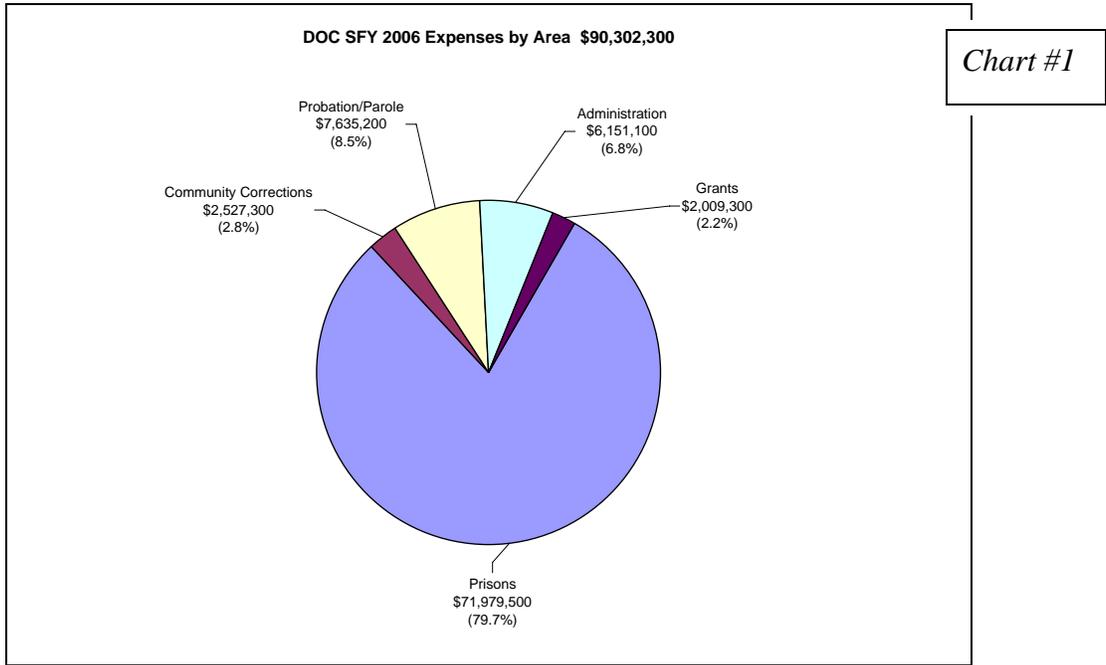
As some crime victims strive toward recovery, meeting with the person who caused harm can be helpful. Victim-Offender Dialogue empowers interested victims/survivors to meet with the offender and address the personal impacts of crime. For victims requesting a constructive dialogue with the offender, trained facilitators from NHDOC and the community promote safety and proper preparation for all involved, consistent with our Protocols for Victim-Offender Dialogue. In SFY 2006, we received 18 inquiries from victims/survivors for this service.

Recognizing each crime impacts real people, we strive to improve and expand availability of the Victim *IMPACT* program for all 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 the people personally impacted by crime.

# V. RESOURCES

## A. Fiscal Management

NHDOC began FY-06 with a legislative approved budget of \$90.2 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-06 was \$85.31 per day, or \$31,140 per year. A complete breakdown of these costs can be found in Charts #5 and #6.



### Average Offender Population SFY 2002-2006

Facility	State Fiscal Year					Yearly Average
	2002	2003	2004	2005	2006	
NH State Prison - Men	1,378	1,361	1,387	1,406	1,431	1,393
Lakes Region Facility	381	346	278	255	264	305
Northern Correctional Facility	434	507	510	521	536	502
NH State Prison - Women	104	107	102	98	100	102
<b>Total Secured Facilities</b>	<b>2,297</b>	<b>2,321</b>	<b>2,277</b>	<b>2,280</b>	<b>2,332</b>	<b>2,301</b>
<i>Probation/Parole</i>	4,743	5,182	5,594	5,860*	6,976	5,671
<i>Secure Psychiatric Unit</i>	46	47	44	41	41	44
<i>Halfway Houses</i>	139	136	138	145	150	142
<b>Total Population</b>	<b>7,225</b>	<b>7,686</b>	<b>8,053</b>	<b>8,327</b>	<b>9,499</b>	<b>8,158</b>

Chart #3

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

### Average Offender Census SFY 2002 - 2006

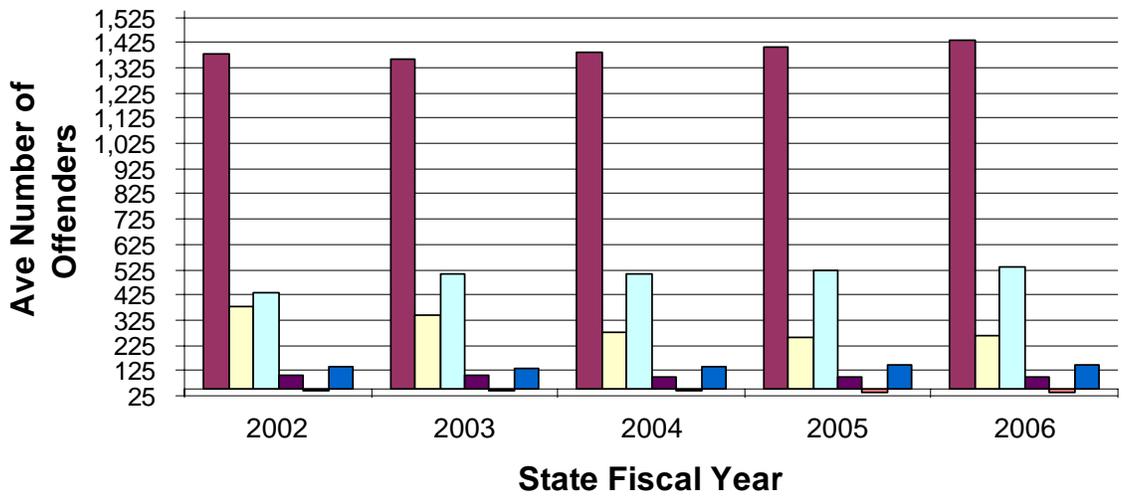


Chart #4

NH State Prison - Men
  Lakes Region Facility
  Northern Correctional Facility

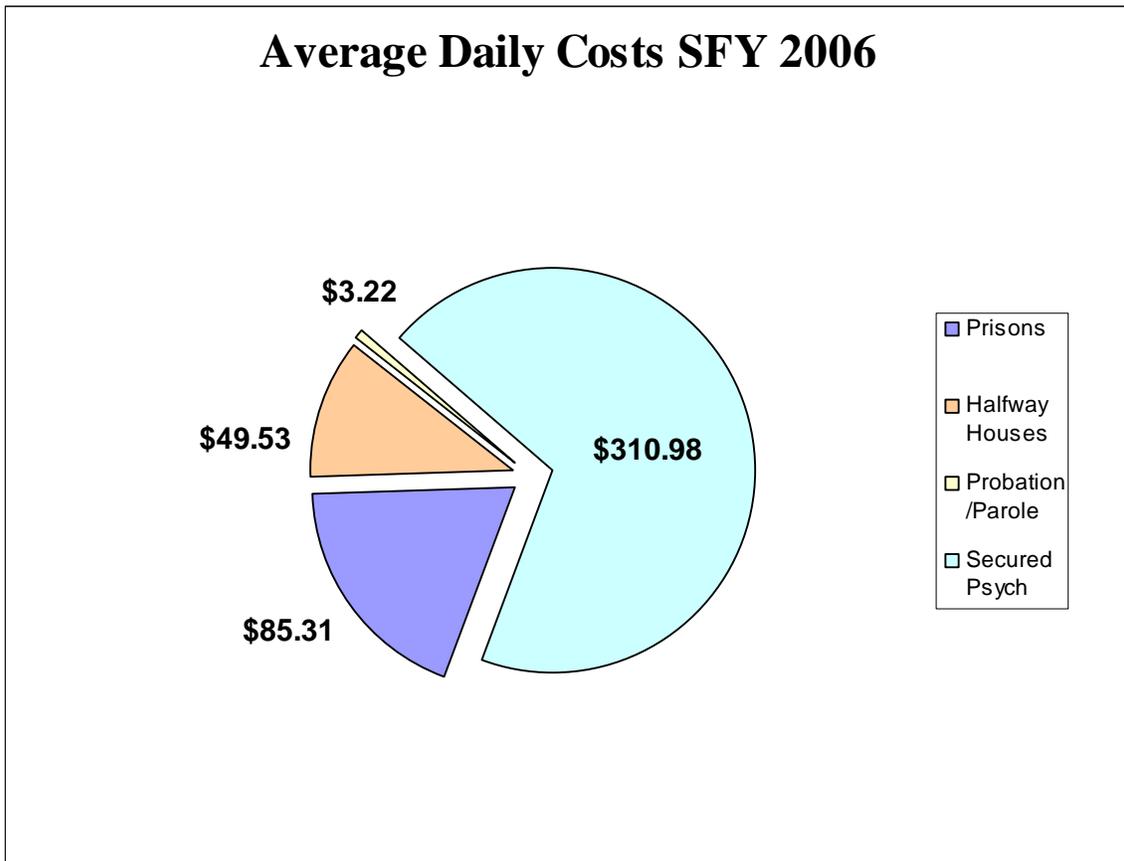
NH State Prison - Women
  Secured Psychiatric Unit
  Halfway Houses

## Total Expenses & Costs Per Day SFY 2006

Total Expenses & Costs per Day SFY 2006 DOC
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Expense Category	Prisons	Halfway Houses	Probation/Parole	Secured Psych Unit
Total Expenses	\$72,587,162	\$2,711,987	\$8,193,259	\$4,653,772
divided by: Ave Number of Offenders	2,331	150	6,976	41
equals: Ave Annual Cost per Offender	\$31,140	\$18,080	\$1,174	\$113,507
divided by 365 equals: Ave Daily Cost	\$85.31	\$49.53	\$3.22	\$310.98

Halfway house beds cost \$49.53 per day or \$18,080 per year during FY-06. Supervision of offenders on probation or parole decreased from \$3.52 per day or \$1,283 per year in FY-5 to \$3.22 per day or \$1,174 per year in FY-06. The most expensive beds are in the Secure Psychiatric Unit where the daily cost is \$310.98 or \$113,507 per year as detailed in these charts.



## **B. Human Resources**

NHDOC began FY-06 with a legislative approved budget of \$90.2 million. At the start of FY-06 the Department's budget included 1,117 staff positions.

In the last four years the total number of offenders increased by 13%. In the same period the number of allocated DOC positions decreased by approximately 4%.

### **Remaining State Corrections Budgeted Positions**

<b>Position</b>	<b>FY-03</b>	<b>FY-04</b>	<b>FY-05</b>	<b>FY-06</b>
Executives	9	9	9	9
Managers/Administrators	67	62	69	68
Corrections Officers	644	628	626	625
Probation/Parole Officers	74	72	71	71
Medical Personnel	61	60	57	57
Teachers/Instructors	36	32	30	30
Shop Supervisors/Tradesmen	77	79	74	75
Recreational Personnel	1	1	1	1
Clerical/Administrative	120	122	115	117
Case Counselors/Case Managers (see below)	N/A	51	46	46
Psychologists/Social Workers (see below)	72	20	19	18
<b>TOTALS</b>	<b>1,161</b>	<b>1,136</b>	<b>1,117</b>	<b>1,117</b>
Average Offender Population	7,686	8,053	8,327	8,629*

*\*This figure represents the combined total inmate and probation/parole population on June 30, 2006*

<b>Position</b>	<b>FY-06 budgeted</b>	<b>Actual on June 30, 2006</b>	
		<b>Filled</b>	<b>Vacancies</b>
Executives	9	9	0
Managers/Administrators	68	59	9
Corrections Officers	625	574	51
Probation/Parole Officers	71	64	7
Medical personnel	57	50	7
Teachers/Instructors	30	21	9
Shop Supervisors/Tradesmen	75	64	11
Recreational Personnel	1	1	0
Clerical/Administrative	117	90	27
Case Counselors/Case Managers	46	36	10
Psychologists/Social Workers	18	16	2
<b>TOTALS</b>	<b>1,117</b>	<b>984</b>	<b>133**</b>

*\*\*Of the 133 vacant positions, 56 were unfunded in FY-06. Of the 56, 24 of those were Correctional Officers and 32 were non-uniformed positions.*