

# New Hampshire Department of Corrections



House Finance  
Division I  
February 5, 2025



# State of New Hampshire Department of Corrections

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**The New Hampshire Department of Corrections was created by statute in July 1983.**

RSA Section 21-H:3 The Department of Corrections, through its officials, shall be responsible for:

- 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;
- Supervising persons placed on probation and persons released on parole and administering probation and parole services;
- Acting in an advisory capacity in assisting law enforcement agencies and communities in the prevention of crime and delinquency; and
- Ensuring that victims of crime are treated in a manner consistent with RSA 21-M:8-k.



# State of New Hampshire Department of Corrections

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## **Mission Statement**

We reduce recidivism by providing safe, secure, humane supervision and evidence based rehabilitation to enhance public safety in New Hampshire.

## **Vision Statement**

A fully staffed workforce where everyone is professionally developed, where every individual is engaged in progressive rehabilitation, in state-of-the-art facilities.

## **Core Values**

The New Hampshire Department of Corrections is committed to fulfilling its mission by upholding the following values in order to achieve our common vision:

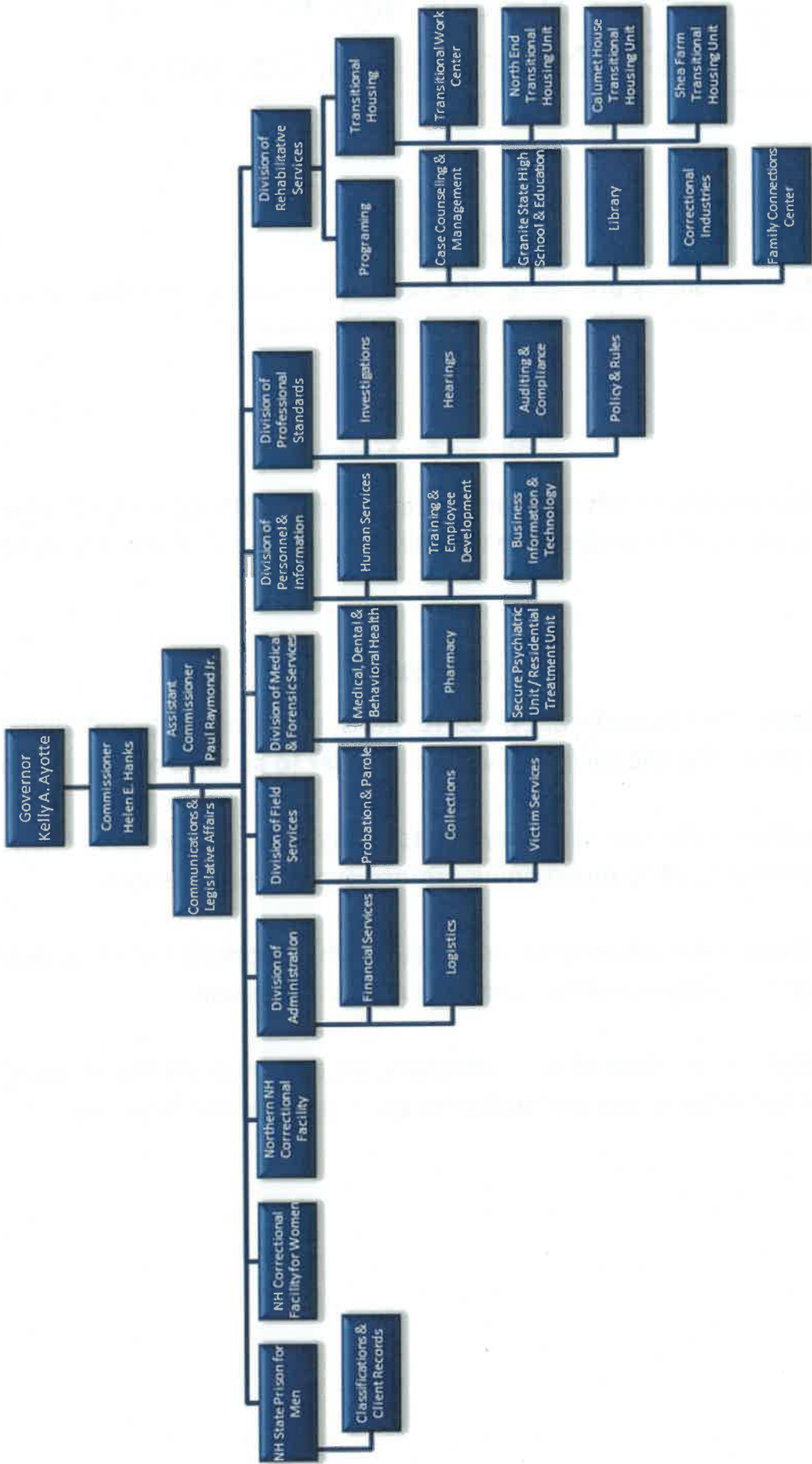
**Dedication** – We commit every day to doing difficult work, in a challenging environment, while maintaining professionalism and respect.

**One Team** – We achieve our best results while working together, and as part of cross-division efforts, in pursuit of our mission.

**Courage** – In the face of daily adversity, we demonstrate the physical and moral fortitude to use our authority appropriately and honestly.



# State of New Hampshire Department of Corrections





# State of New Hampshire Department of Corrections

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## Three Correctional Facilities



NH State Prison for Men  
281 North State St, Concord  
Population: 1,043



NH Correctional Facility for Women  
42 Perimeter Rd, Concord  
Population: 107



Northern NH Correctional Facility  
138 East Milan Rd, Berlin  
Population: 559

## One Secure Psychiatric Unit and the Residential Treatment Unit



Secure Psychiatric Unit  
281 North State St, Concord  
Civilly Committed: 30  
Sentenced Population: 14  
Total in SPU: 44

Residential Treatment Unit  
Sentenced Population: 29

Population on 1/30/25



# State of New Hampshire Department of Corrections

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## One Transitional Work Center



Concord Transitional Work Center  
275 North State St, Concord  
Houses male residents  
Population: 70

## Three Transitional Housing Units



Calumet Transitional Housing Unit  
126 Lowell St, Manchester  
Houses male residents  
Population: 55



North End Transitional Housing Unit  
1 Perimeter Rd, Concord  
Houses male residents  
Population: 39



Shea Farm Transitional Housing Unit  
60 Iron Works Rd, Concord  
Houses female residents  
Population: 18

NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS  
**DATA ELEMENTS OF INTEREST**  
 RESIDENT POPULATION DATA



TOTAL POPULATION as of JANUARY 1, 2025	TOTAL	PERCENTAGE
TOTAL NH <u>IN</u> FACILITY*	1,925	92%
ESCAPE STATUS	8	0%
TOTAL NH <u>OUT</u> OF FACILITY **	166	8%
<b>TOTAL</b>	<b>2,099</b>	<b>100%</b>

\*Total NH in Facility represents the total number of NH sentenced residents, residents housed for other jurisdictions or residents of SPU who are on involuntary committal.

\*\* Total NH out of Facility represents the total number of NH sentenced residents serving time in other jurisdictions.

POPULATION BY MINIMUM SENTENCE as of JANUARY 1, 2025	NUMBER	PERCENTAGE
LESS THAN 1 YEAR	46	2%
BETWEEN 1 AND 3 YEARS	814	39%
BETWEEN 3 AND 5 YEARS	220	11%
BETWEEN 5 AND 10 YEARS	617	29%
BETWEEN 10 AND 20 YEARS	102	5%
20 YEARS OR MORE	232	11%
UNKNOWN*	68	3%
<b>TOTAL</b>	<b>2,099</b>	<b>100%</b>

POPULATION BY MAXIMUM SENTENCE as of JANUARY 1, 2025	NUMBER	PERCENTAGE
LESS THAN 1 YEAR	29	2%
BETWEEN 1 AND 3 YEARS	84	4%
BETWEEN 3 AND 5 YEARS	257	12%
BETWEEN 5 AND 10 YEARS	608	29%
BETWEEN 10 AND 20 YEARS	608	29%
20 YEARS OR MORE	445	21%
UNKNOWN*	68	3%
<b>TOTAL</b>	<b>2,099</b>	<b>100%</b>

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

Note: These totals do not calculate consecutive sentences because the start of those sentences cannot be predicted.

NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS  
**DATA ELEMENTS OF INTEREST**  
 RESIDENT POPULATION DATA



POPULATION BY AGE JANUARY 1, 2025	NUMBER	PERCENTAGE
UNDER 17	0	0%
17-30	331	15%
31-40	682	32%
41-50	490	23%
51-60	344	16%
60 AND OVER	292	14%
<b>TOTAL</b>	<b>2,139</b>	<b>100%</b>

POPULATION BY RACE as of JANUARY 1, 2025	NUMBER	PERCENTAGE
WHITE	1,698	80%
BLACK OR AFRICAN AMERICAN	174	8%
NATIVE AMERICAN	10	0%
ASIAN	6	0%
HISPANIC	181	9%
OTHER/UNREPORTED	70	3%
<b>TOTAL</b>	<b>2,139</b>	<b>100%</b>

POPULATION BY CRIME TYPE as of JANUARY 1, 2025	NUMBER	PERCENTAGE
CRIMES AGAINST PERSONS	1,367	65%
CRIMES AGAINST PROPERTY	261	13%
DRUGS/ALCOHOL	254	12%
OTHER*	149	7%
UNREPORTED**	68	3%
<b>TOTAL</b>	<b>2,099</b>	<b>100%</b>

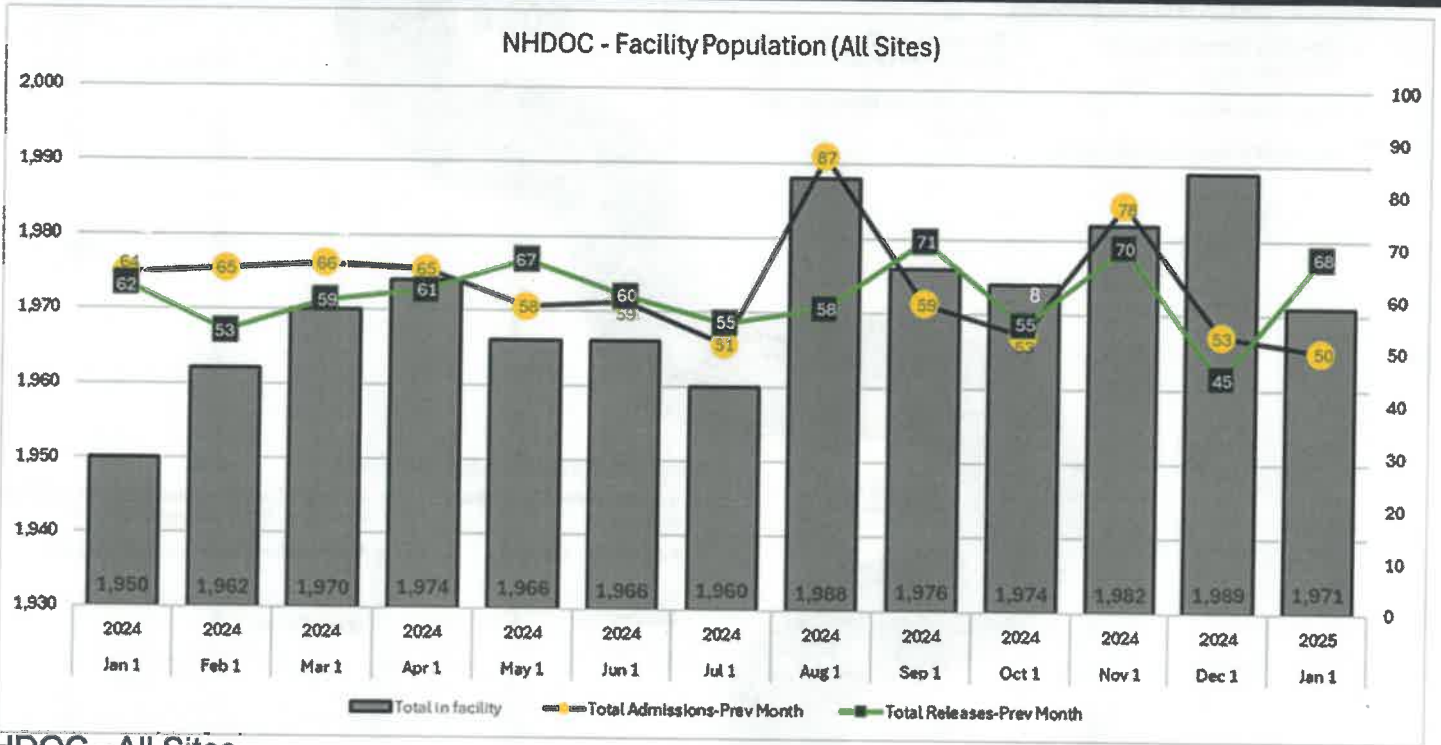
\* This category refers to crimes that fall outside of the first three categories, including Public Order Crimes and Motor Vehicle offenses.  
 \*\* This category includes inmates housed for other jurisdictions or residents of SPU who are on involuntary committal.



# NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS

## DATA ELEMENTS OF INTEREST

### RESIDENT POPULATION DATA



#### NHDOC - All Sites

NHDOC - All Sites	Feb - 24	Mar - 24	Apr - 24	May - 24	Jun - 24	Jul - 24	Aug - 24	Sep - 24	Oct - 24	Nov - 24	Dec - 24	Jan - 25	
Total in facility	1,962	1,970	1,974	1,966	1,966	1,960	1,988	1,976	1,974	1,982	1,989	1,971	Average: 1,973
Total Admissions-Prev Month	65	66	65	58	59	51	87	59	53	78	53	50	Sum: 744
Total Releases-Prev Month	53	59	61	67	60	55	58	71	55	70	45	68	Sum: 722

#### NHDOC - Breakdown Males/Females

NHDOC - Males Only	Feb - 24	Mar - 24	Apr - 24	May - 24	Jun - 24	Jul - 24	Aug - 24	Sep - 24	Oct - 24	Nov - 24	Dec - 24	Jan - 25	
Total in facility	1,825	1,831	1,840	1,837	1,838	1,830	1,855	1,839	1,843	1,853	1,860	1,842	Average: 1,841
Total Admissions-Prev Month	76	53	58	79	59	76	59	58	63	72	53	66	Sum: 772
Total Releases-Prev Month	63	81	66	72	75	49	64	64	47	61	66	54	Sum: 762

NHDOC - Females Only	Feb - 24	Mar - 24	Apr - 24	May - 24	Jun - 24	Jul - 24	Aug - 24	Sep - 24	Oct - 24	Nov - 24	Dec - 24	Jan - 25	
Total in facility	137	139	132	127	126	128	131	135	129	127	127	127	Average: 130
Total Admissions-Prev Month	12	8	2	3	8	5	5	9	4	5	4	5	Sum: 70
Total Releases-Prev Month	4	6	6	8	9	3	2	5	10	7	4	5	Sum: 69



**ROAD TO REDUCING RECIDIVISM**

**PROGRAMS INTRODUCED**

**NHDOC INITIATED PROGRAMS**

- Voluntary Harm Reduction - Naloxone
- Focus Unit - NNHCF
- Increased Medication Assisted Tx
- Re-entry Care Coordination for Women and OUD exiting prisons
- Certified Peer Recovery and Program

**2018**

**MALES**  
48.7%

**FEMALES**  
41.9%

**ALL**  
47.8%

**2019**

**FEMALES**  
44.0%

**MALES**  
44.3%

**ALL**  
44.2%

**NHDOC INITIATED PROGRAMS**

- Voluntary Harm Reduction - Naloxone
- Focus Unit - NNHCF
- Increased Medication Assisted Tx
- Re-entry Care Coordination for Women and Men with OUD exiting prisons
- Certified Peer Recovery and Program
- Work Ready NH started at Transitional Work Center

**NHDOC INITIATED PROGRAMS**

- Voluntary Harm Reduction - Naloxone
- Focus Unit - NNHCF
- Increased Medication Assisted Tx
- Cosmetology Program started at NHCFW
- Moral Reconciliation Therapy Program at Transitional Housing Units
- Re-entry Care Coordination for Women and Men with OUD exiting prisons
- Certified Peer Recovery and Program
- Opened Focus Unit at NHSPM
- Family Ties Inside Out Program started (FCC)
- Journaling Program Core Skills (All Locations)
- Journaling Program Responsible Thinking (All Locations)

**2020**

**MALES**  
42.9%

**FEMALES**  
30.1%

**ALL**  
41.3%

**NHDOC INITIATED PROGRAMS**

- Voluntary Harm Reduction - Naloxone
- Focus Unit - NNHCF
- Increased Medication Assisted Tx
- Transferred NHSPM Focus to NCF to increase to 2 units
- Choose Love (NHCFW)
- Moral Reconciliation Therapy Program (NCF)
- Re-entry Care Coordination for Women and Men with OUD exiting prisons
- Certified Peer Recovery and Program
- NHDOC Clinical Joined the Justice Community Opioid Innovation Network
- Joined the TARA ECHO Project
- Restrictive Housing Programs started (Secured Housing Unit)
- Social Values, Criminal Lifestyle, Responsible Thinking, Violence Prevention

**2021**

**FEMALES**  
35.9%

**MALES**  
41.4%

**ALL**  
40.8%



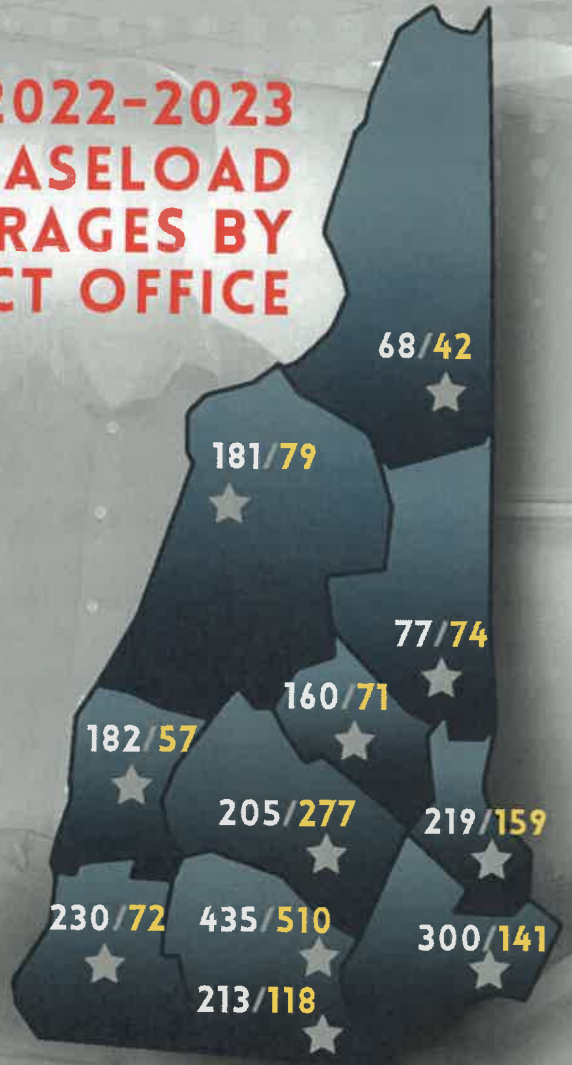
# PROBATION PAROLE

**What is the difference between Probation and Parole?**

**PROBATION** - An individual has been convicted of a misdemeanor or felony and is released by the Courts into the community instead of incarceration in a correctional facility.

**PAROLE** - Works in conjunction with the Adult Parole Board. A resident may be permitted to community release from a correctional facility should they agree to and abide by certain conditions, be at or over their minimum sentence, and is granted by the Adult Parole Board.

## 2022-2023 CASELOAD AVERAGES BY DISTRICT OFFICE



### THE GOAL OF PROBATION OR PAROLE

Rehabilitation through supervision to monitor progress, respond to high-risk behavior and to utilize appropriate incentives and sanctions to facilitate successful reintegration, enhanced public safety and reduced victimization.

2023 - 2024 AVERAGE PROBATION & PAROLE SUPERVISED

1,870 / 1,635

605 / 202



TOTAL AVERAGE SUPERVISED: PROBATION: 2,475  
PAROLE: 1,837

● PROBATION ● PAROLE

\*July 2022-June 2023

## DID YOU KNOW?

**THERE ARE 11 DISTRICT OFFICES**

Berlin, Central District, Concord, Dover, Exeter, Haverhill, Keene, Laconia, Manchester, Nashua, Newport and Wolfeboro

**77\* PROBATION & PAROLE OFFICERS**

\*Oversee both probation and parole caseloads.

**5 LEVELS OF SUPERVISION**

**Intensive Supervision** - Min 4 face to face contacts per month, at least 2 in the field  
**Maximum** - Min 2 face to face contacts per month, at least 1 in the field

**Medium** - Min 1 face to face contact per month  
**Minimum** - Min 1 face to face contact every 6 months

**Administrative** - Reports annually

# State of New Hampshire Department of Corrections

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## Eleven Probation and Parole District Offices

- Exeter (Rockingham) – 8A Continental Drive, Exeter  
with a sub office located in Salem – 35 Geremonty Dr      Supervision Cases: 474
- Manchester (Hillsborough North) – 60 Rogers St, Manchester      Supervision Cases: 938
- Concord (Merrimack) – 314 North State St, Concord      Supervision Cases: 491
- Berlin (Coos) – 138 East Milan Road, Berlin      Supervision Cases: 123
- N. Haverhill (Grafton) – 3785 Dartmouth College Hwy, N. Haverhill  
sub office located in Lebanon – 36 Poverty Ln      Supervision Cases: 267
- Dover (Strafford) – 259 County Farm Rd, Dover      Supervision Cases: 327
- Laconia – Superior Court Bldg., 64 Court St, Laconia      Supervision Cases: 265
- Keene (Cheshire) – 28 Mechanic St., Keene      Supervision Cases: 292
- Newport (Sullivan) – 17 Main St, Newport      Supervision Cases: 216
- Wolfeboro (Carroll) – 10 Center St, Wolfeboro Falls  
sub office located in North Conway – Plaza Bldg., 24 Reporter Ct      Supervision Cases: 119
- Nashua (Hillsborough South) – 3 Pine St Ext, Nashua      Supervision Cases: 400

## Other Facilities

Headquarters – 64 South St, Concord

Warehouse – (directly across from NHSP-M) 3 McGuire St, Concord

Correctional Industries Retail Store – 312 North State St, Concord



NEW HAMPSHIRE DEPARTMENT OF CORRECTIONS  
**DIVISION OF FIELD SERVICES**

**Field Services Caseload Trending**

DISTRICT OFFICE	TOTAL CASELOAD	PPQ: SUPERVISEE	TOTAL CASELOAD	PPQ: SUPERVISEE	TOTAL CASELOAD	PPQ: SUPERVISEE
	FY 2024	FY 2024	FY 2023	FY 2023	FY 2017	FY 2017
BERLIN	118	1:39	121	1:40	184	1:61
CONCORD	485	1:49	535	1:53	851	1:95
DOVER	358	1:45	286	1:36	676	1:97
EXETER	487	1:49	417	1:42	1169	1:117
N. HAVERHILL	274	1:46	277	1:46	338	1:67
KEENE	300	1:60	314	1:63	427	1:106
LACONIA	253	1:63	283	1:71	300	1:75
MANCHESTER	982	1:76	1121	1:86	1430	1:110
NEWPORT	232	1:58	301	1:75	342	1:86
NASHUA	410	1:68	336	1:56	513	1:86
WOLFEBORO	126	1:42	151	1:50	167	1:56
<b>TOTAL</b>	<b>4025</b>	<b>1:54</b>	<b>4142</b>	<b>1:55</b>	<b>6397</b>	<b>1:94</b>

**Field Services Vehicle Trending**

DISTRICT OFFICE	VEHICLES IN 2025	VEHICLES IN 2017
BERLIN	1	1
CONCORD	3	2
DOVER	2	2
EXETER	3	3
N. HAVERHILL	2	2
KEENE	2	1
LACONIA	2	1
MANCHESTER	4*	3
NEWPORT	2	1
NASHUA	2	2
WOLFEBORO	2	1
<b>TOTAL</b>	<b>25</b>	<b>19</b>

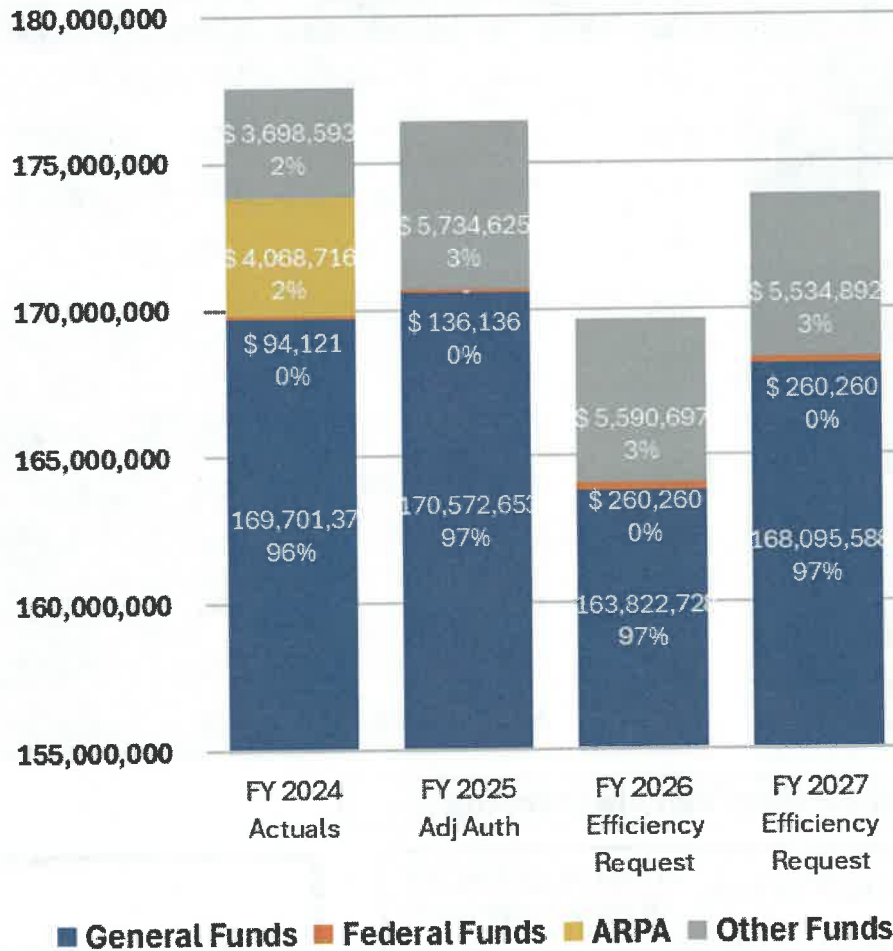
**\*NHDOC has increased its vehicle fleet for Field Services by 6 vehicles since FY 2017.**

**The Manchester District Office received a new vehicle in FY 2024 which was unfortunately totaled, and the department is actively working on a plan to replace this vehicle.**



# State of New Hampshire Department of Corrections

## Funding Sources



Other Funds Explained	FY 2024	FY 2025	FY 2026	FY 2027
Correctional Industries	2,883,737	3,894,459	3,894,459	3,963,109
Grant Subrecipients from Other State Agencies	587,704	1,471,726	1,322,249	1,197,735
Vocational Training Trust Fund	105,134	351,940	351,989	352,048
Miscellaneous	122,018	16,500	22,000	22,000
<b>Total</b>	<b>3,698,593</b>	<b>5,734,625</b>	<b>5,590,697</b>	<b>5,534,892</b>



# State of New Hampshire Department of Corrections

## General Funds

General Funds (Excludes Parole Board)		FY 2024 Actual	FY 2025 Adj Auth	As Submitted 9/2024	
				FY 2026 Efficiency Expenditure Request	FY 2027 Efficiency Expenditure Request
CLA	DESCRIPTION				
010	Personnel Services-Permanent	53,968,331	68,737,626	71,174,823	73,163,894
011	Personnel Services-Unclassified	2,264,010	2,437,561	2,323,180	2,332,220
018	Overtime*	25,239,082	7,408,421	2,100	2,100
019	Holiday Pay	1,380,209	1,270,419	1,484,389	1,528,869
050	Personal Services-Temporary	2,809,902	2,038,800	3,662,857	3,662,857
060	Benefits	42,531,789	48,494,690	46,297,970	48,586,751
	<b>Total Personnel Services</b>	<b>128,193,323</b>	<b>130,387,517</b>	<b>124,945,319</b>	<b>129,276,691</b>
	<b>% of Total GF Budget</b>	<b>75.54%</b>	<b>76.44%</b>	<b>76.27%</b>	<b>76.91%</b>
100	Prescription Drugs	6,755,397	3,501,736	3,501,736	3,501,736
101	Medical Payments to Providers	14,610,103	15,789,647	14,301,084	13,457,103
	<b>Total Medical/RX</b>	<b>21,365,500</b>	<b>19,291,383</b>	<b>17,802,820</b>	<b>16,958,839</b>
	<b>% of Total GF Budget</b>	<b>12.59%</b>	<b>11.31%</b>	<b>10.87%</b>	<b>10.09%</b>
023	Heat, Electricity & Water	4,433,700	4,432,461	4,523,233	4,689,272
027	OIT Expense	4,635,009	4,840,655	4,528,289	5,030,276
021	Food Institutions	2,851,190	2,871,328	2,941,916	3,000,754
020	Current Expense	1,658,026	1,573,823	1,578,166	1,578,166
	<b>Total Operations Expense &gt;\$1M</b>	<b>13,577,925</b>	<b>13,718,267</b>	<b>13,571,604</b>	<b>14,298,468</b>
	<b>% of Total GF Budget</b>	<b>8.00%</b>	<b>8.04%</b>	<b>8.28%</b>	<b>8.51%</b>
022	Rents & Leases Other than State	589,047	631,210	778,396	783,967
024	Maint, Other than Bldg/Grounds	115,074	156,715	237,493	242,179
026	Organizational Dues	5,555	5,955	6,055	6,055
028	Transfers to General Services	336,916	676,310	355,442	353,021
030	Equipment	762,920	890,744	907,931	905,924
037	Technology-Hardware	7,930	-	-	-
038	Technology-Software	132,332	-	-	-
039	Telecommunications	519,330	521,239	561,015	561,015
047	Own Forces Maint-Bldg/Grounds	333,828	300,000	350,000	350,000
048	Contract Maint-Bldg/Grounds	634,123	539,600	913,480	913,480
049	Transfer to Other State Agencies	37,147	39,333	39,733	39,733
057	Books Periodicals Subscript	7,612	27,731	29,965	29,965
061	Unemployment Comp	2,406	10,833	10,833	10,833
062	Workers' Comp	869,794	977,358	680,777	727,568
066	Employee Training	149,624	200,000	222,558	222,558
068	Remuneration	856,752	965,185	943,822	943,821
070	In-State Travel	421,955	388,274	418,928	418,928
080	Out-of-State Travel	44,472	30,322	26,200	26,200
089	Transfer to DAS Maintenance Fund	24,258	24,258	20,539	20,539
102	Contracts - Program Services	161,058	594,958	331,090	334,045
103	Contracts - Operational Services	469,116	167,143	634,374	634,374
211	Catastrophic Casualty Ins	21,189	23,318	27,854	30,886
230	Interpreter Service	4,911	5,000	6,500	6,500
242	Transportation of Inmates	57,282	-	-	-
	<b>Total Operations Expense &lt;\$1M</b>	<b>6,564,631</b>	<b>7,175,486</b>	<b>7,502,985</b>	<b>7,561,591</b>
	<b>% of Total GF Budget</b>	<b>3.87%</b>	<b>4.21%</b>	<b>4.58%</b>	<b>4.50%</b>
<b>Total General Funds Request</b>		<b>169,701,379</b>	<b>170,572,653</b>	<b>163,822,728</b>	<b>168,095,588</b>
Funded Positions (All funds)		973	973	972	972
Unfunded Positions (All funds)		0	0	1	1
Total Authorized Positions (All funds)		973	973	973	973

\*See footnote request on next page



# State of New Hampshire Department of Corrections

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## Transfer Authority/Footnotes

Class 18 Overtime footnote and transfer authority requested:

*Department of Corrections; The following classes within the department of corrections shall be exempt from the transfer restrictions in RSA 9:17a, 9:17c, classes 10-personal services-perm classified, 11-personal services unclassified, 12-personal services-unclassified, 18-overtime, 19-holiday pay, 50-personal service-temp/appointed and 60-benefits. The department is authorized to transfer funding in these classes within and amongst all accounting units provided that quarterly these transfers are reported to the fiscal committee within 60 days of the end of that quarter. (Department-Wide)*

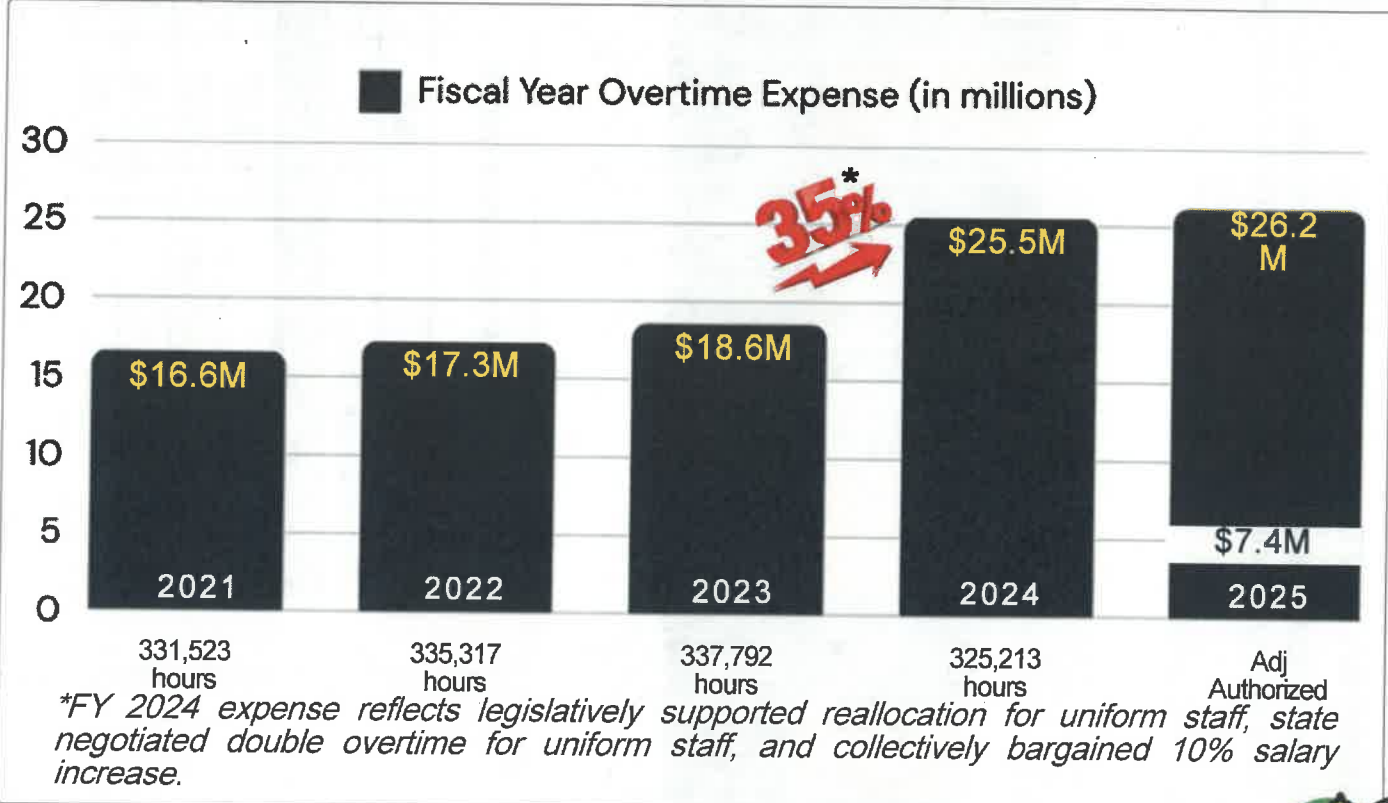
*In the event Class 18 overtime expenditures are more than amounts appropriated and transferred from vacant positions, the commissioner may request, with prior approval of the fiscal committee, that the governor and council authorize additional funding. Upon fiscal committee and governor and council approval, the governor is authorized to draw a warrant from any money in the treasury not otherwise appropriated.*

Class 100 Prescription Drug Expense and Class 101 Medical Payments to Providers footnote:

*This appropriation shall not lapse until June 30, 2027 (Expenditure Class 101, Accounting Units 5833, 8231 and 8234 within Activity MED465010 and Accounting 6529 within Activity STR461510 and Expenditure Class 100, Accounting Unit 8236 within Activity MED465010). In the event expenditures are greater than the amounts appropriated, the Commissioner may request, with prior approval of the Fiscal Committee, that the Governor and Council authorize additional funding. Upon Fiscal Committee and Governor and Council approval, the Governor is authorized to draw a warrant from any money in the Treasury not otherwise appropriated (Expenditure Class 100, Organization 8236 within Activity MED465010 and Expenditure Class 101, Organizations 5833, 8231 and 8234 within Activity MED465010 and Organization 6529 within Activity STR461510).*



# NHDOC INCREASE IN STAFFING COSTS

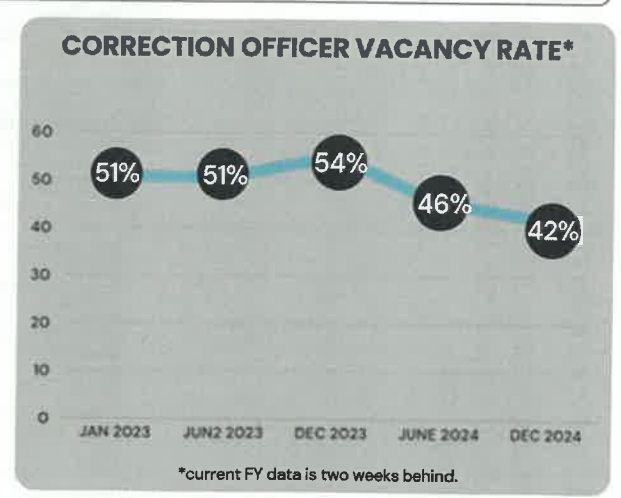
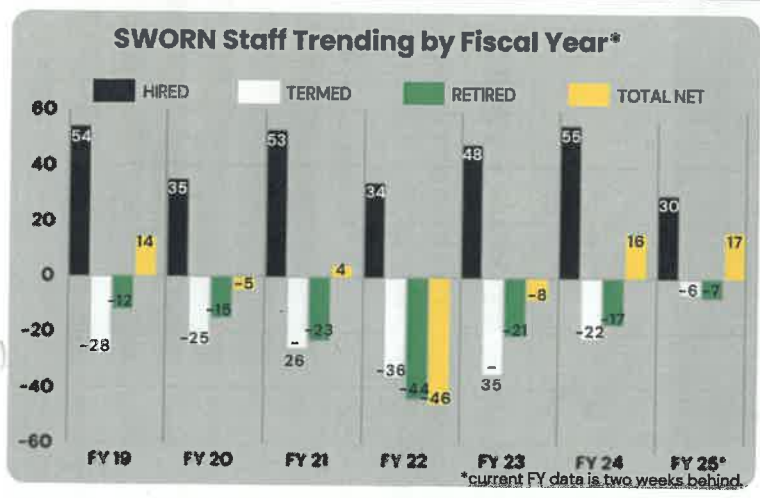


**10% RAISE**  
FY 2024: 10% Raise for all state employees including unclassified.

**15% RAISE FOR NURSES**  
FY 2023: 15% pay increase for nurses (ARPA funded until FY 2024 when it was negotiated into the contract)

**FY 2024: DOUBLE TIME FOR OVERTIME**

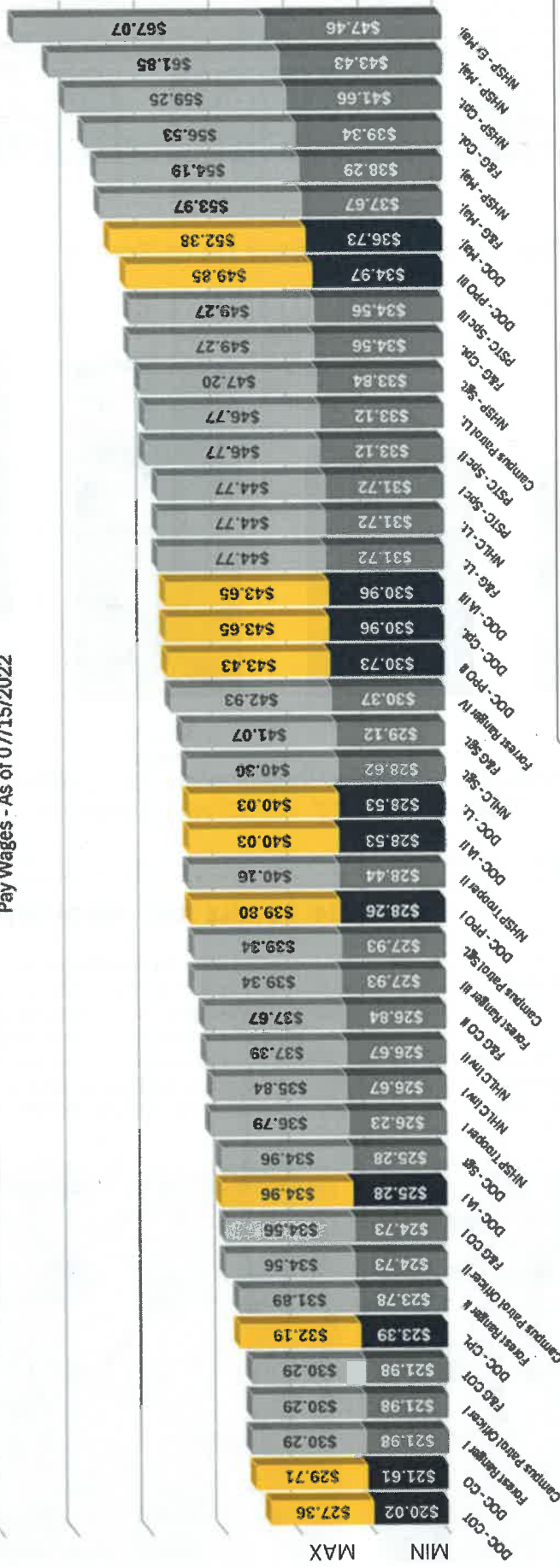
In FY 2024, double time for overtime was negotiated into the contract for Corrections Officers, Corporals (Teamsters) and Sergeants, Lieutenants, and Captains (SEA). The Fiscal Year Overtime Expense graph reflects legislatively supported reallocation for law enforcement officers, state negotiated double overtime and collectively bargained 10% salary increase.



### ADVOCATING FOR REALLOCATION FOR ALL CORRECTIONS OFFICER RANKS

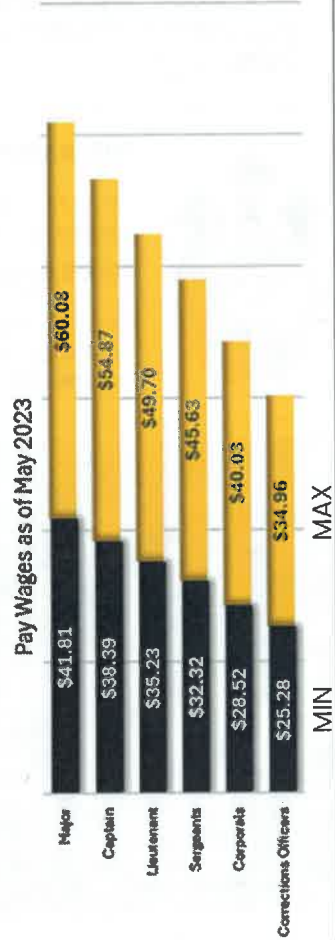
Effective May 2023, NHDOC advocated for the reallocation for all CO ranks to remain competitive with the salaries offered by other state agencies. The below chart shows the starting hourly wage as well as the max hourly wage for each rank.

Pay Wages - As of 07/15/2022



### SALARIES AS OF MAY 2023

Pay wages reflected as of May 2023, before the implementation of the 10% and 2% increases.



### SALARIES AS OF JANUARY 2025

	MIN	MAX
Corrections Officer	\$26.17	\$39.54
<b>COMPARATIVES</b>		
Forest Ranger I	\$25.96	\$39.26
Campus Patrol Officer I	\$23.93	\$35.85
F&G Officer I	\$25.96	\$39.26
NHSP Trooper I	\$31.03	\$40.02



CY2022/2023/2024

# NH



# DOCC

## NHDOC Recruiting and Retention Mapping/Plan

### Recruitment Initiatives

- Social Media Presence
- Increased Marketing Tools & Rebranding
- Defining presence at job/career fairs/events
- Pilot Initiative to Creation of Recruitment/Retention Sgt. (North/South)
- SCORE Program: Teaching Corrections in High School Berlin, NH and Milan, NH.
- Review of Corrections Academy Curriculum & Approval of changes through PSTC
- ARPA funding for 10K Sign on for new Officers
- Development of the Talent Acquisition Team
- Utilization of the Personnel Rules associated with challenges in recruitment – seek waivers as appropriate
- Utilize a connected model with interested candidates, borrowed/adapted from military services approach
- Self-Audit/Alignment to Pol for law enforcement hiring rules – Background Investigations
- Creation of Per Diem Relief Positions
- Maintain dual certification in position transitions for those certified as corrections officers
- Purchase of Digital Billboard for March 2024
- Creation of Full-time Recruitment/Retention Sgts North and 2 for Southern
- Connecting new hires to mentors through the hiring process to answer questions and keep candidates engaged.
- PSTC Physical Training Standards Temporary Adjustment & Rolling Academies

### Retention Mapping

- Recruitment & Retention Committee (North/South)
- CLA Recruitment & Retention Committee Nationally
- Shout Outs – Employees submit positive events to share with the whole department on our Intranet
- Creation of Employee Wellness Spaces – All main prisons
- T.H.R.I.V.E. became CORP – Employee Wellness Program
- Increased Internship Programs
- Comfort Dog Program
- Peer-to-Peer Policy and implementation in progress
- Dedicated licensed psychologist for NHDOC staff
- Increased investment in Training & Employee Development
  - Taser upgrade
  - Weapons Upgrade (Lights/Optics)
  - Benchmark Software
  - Budget Increase
  - Range development plan
  - Increased staff allocated to training/employee development
  - Leadership academy in development
- Increased Technology Resources
  - Body Worn Cameras
  - RFID
- Advocating to replace NHSP-Men (50M in funding)
- Fleet upgrades
- New Hire Onboarding Updates to keep existing staff informed
- Field Training Officer Policy Updates/Progress
- Training Policy Updates in Progress
- Career Path Progression opportunities
- Reallocation of Security Positions - Wages
- House Bill 2 Funding of Reallocations & Incentives approved
- Updates to Employee Recognition Policy
- Handwritten Birthday Cards to All Staff
- Updated Employee Recognition Policy
- Increased training and access to overtime relief for other NHDOC Staff (Non-armed Control Room & Observations)

# NH DEPARTMENT OF CORRECTIONS RECRUITMENT & RETENTION UPDATES



The Department continues to advance internal systems with a focus on retention without losing traction on recruitment. We continue to focus on improving our onboarding process, offboarding process, employee recognition, staff training, employee enhancement and internal communication efforts.

JANUARY 1, 2023 - JANUARY 23, 2025

## RECRUITMENT & RETENTION STAFF

Building off the success of the temporary duty assignments of 2 Corrections Sergeants to manage the recruitment and retention programs for the department, we have reallocated 3 permanent positions to continue this work.

## OUTREACH

### SOCIAL MEDIA



Our social media presence has had a notable change over the past year. Our increased content and improved branding has greatly impacted our initiatives. Our goal is to advertise current employment opportunities as well as inform the public about the various areas of the Department.

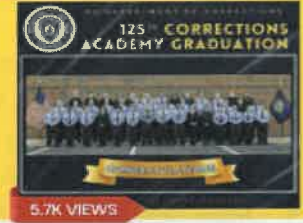
**108** Career Fairs  
**35** Community Events

**36** Classroom Talks  
**37** College/High School Tours

### FACEBOOK

Facebook Outreach - 290.7K  
Facebook Interactions - 66.1K  
Facebook Visits - 202K

Audience:  
62.7% Women - 37.3% Men



## RECRUITMENT INITIATIVES

### \$10,000 Sign on Bonus

105 Correctional Officers received the \$10,000 sign on bonus from 1/23 - 11/2024. The bonus requires a 1 year commitment and is paid in the employees first paycheck.

### Corrections Officer Trainee - PT Preparation

The Department hosted physical training preparation events for COT's Academy 125 to ensure success in the academy and build important relationships with each other.

### Berlin Correctional School Program

NHDOC, in partnership with Berlin High School offers a credit-approved Correctional Law Enforcement Class.

### Interstate 93 Billboard - March/April 2024



## RETENTION ACTIVITIES

### Family Support Organization (FSO)

A voluntary initiative of the DOC and employee families to keep staff and their significant others/family members informed and supported. The FSO is a communication bridge between DOC leadership and families of employees.

### Comfort Dog



The Department has three Comfort Dogs, Reilly, Loki and Zoey. All visit staff at facilities to provide support and comfort during critical incidents and high stress situations.

### Employee Wellness Areas

Employee wellness areas have been established and/or renovated at facilities to include a gym and break area. The department is rolling out vending machines for staff with fresh food on site across the department.

### FSO & CORP Events

A number of staff retention events were held throughout the year including Trunk or Treat, Photos with Santa and Mrs. Claus.



125th Academy COT PT Preparation Day



National Night Out Epping



NHDOC Participated in the Special Olympics - Hero's Cup



National Night Out Berlin

# NH DEPARTMENT OF CORRECTIONS RECRUITMENT & RETENTION STATS



CORRECTIONS OFFICER RECRUITMENT STATISTICS AS OF 01/23/2025

S - Southern Team  
N - Northern Team

# NH DEPARTMENT OF CORRECTIONS RECRUITMENT & RETENTION STATS



CORRECTIONS OFFICER RECRUITMENT STATISTICS AS OF 01/23/2025

S - Southern Team  
N - Northern Team

## TO BE HIRED

## IN RECRUITMENT PROCESS

## OUTREACH

71	<b>HIRED - COMPLETED (S-56/N-15)</b> <i>Hired &amp; Completed Academy</i>
01	<b>HIRED - IN ACADEMY (S-01/N-0)</b> <i>No Current Academy in Session</i>
22	<b>HIRED- NEED ACADEMY (S-17/N- 5)</b> <i>To attend 125th or 126th Academy</i>
05	<b>APPROVED TO HIRE (S-5/N-0)</b> <i>Waiting for start of next pay period</i>
02	<b>FINAL CLEARANCE (S-2/N-0)</b> <i>Final Interview and completing all paperwork</i>

08	<b>BACKGROUND (S- 8/N-2)</b> <i>In midst of background investigation</i>
06	<b>ONBOARDING (S-5/N-1)</b> <i>Completed PT/LEAI Need CDT, Medical Exam</i>
20	<b>SCHEDULED PT/LEAI (S-16/N-4)</b> <i>Appointments scheduled</i>

49	<b>IN CONTACT (S-35/N-14)</b> <i>Actively in communication</i>
115	<b>HOLD REQUESTED (S-102/N-13)</b> <i>Applicant requested a hold</i>
27	<b>WAITING ON RESPONSE (S-25/N- 2)</b> <i>Attempted contact, waiting on response</i>

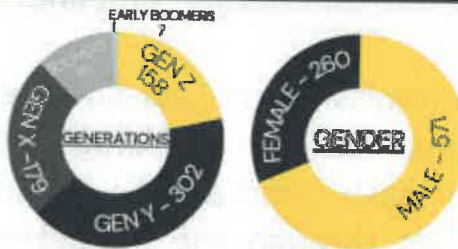
**1,492 TOTAL CONTACTS (S-1269/N- 223)**

## REMOVED FROM PROCESS

1166	<b>REMOVED (S-999/N-167)</b> <i>No response, No Show PT, Withdrew, Not Hired, Termined in 1st year</i>
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## EMPLOYEE DEMOGRAPHICS

979	<b>TOTAL BUDGETED POSITIONS</b> <i>*6 Adult Parole Board Members</i>
326	<b>TOTAL FULL TIME VACANCIES</b>
43.00	<b>AVERAGE EMPLOYEE AGE</b>
8.13	<b>AVERAGE YEARS OF SERVICE</b>



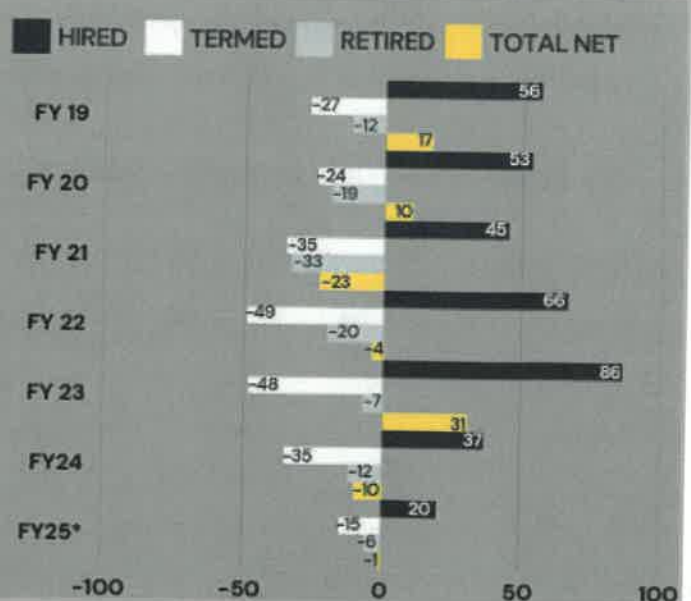
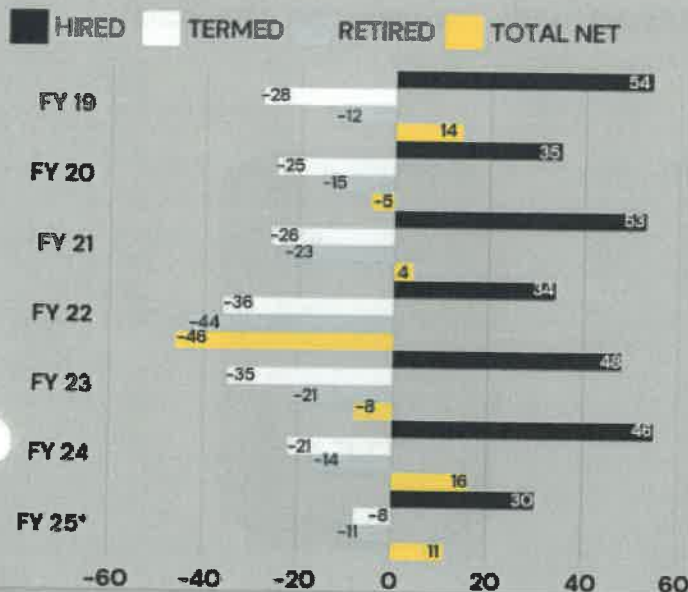
**102 PER DIEM - HIRED (S-79/N- 23)**  
*Civilian Correctional Support Positions*

116	<b>ELIGIBLE FOR RETIREMENT (15%)</b>
35	<b>GROUP I STAFF</b>
51	<b>GROUP II SWORN</b>
30	<b>GROUP II CIVILIAN</b>

## HIRED, TERMED AND RETIRED STAFF TRENDS

**NHDOC Security Staff Trending by Fiscal Year**

**NHDOC Civilian Staff Trending by Fiscal Year**





# State of New Hampshire Department of Corrections

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## 1. New General Fund Appropriations

The Department received \$720k in HB 2 for FY 2022-2023 biennium for body-worn cameras and in vehicle cameras. All funds were spent.

The department began a pilot of body-worn cameras through a US Department of Justice Bureau of Justice Assistance federal grant awarded in 2019. The grant provided technical assistance to engage a variety of stakeholders, establish departmental policy and funding to purchase 52 body-worn cameras with a total grant amount of \$52,006. The COVID-19 pandemic delayed the pilot's implementation timeline.

After Governor Sununu's Commission on Law Enforcement Accountability, Community and Transparency (LEACT) encouraged all law enforcement agencies to use body and/or dash cameras, the department advocated for additional state general funds through the budgeting process to deploy cameras to the whole of the department. Beyond the \$52,006 US DOJ grant, the body-worn camera systems, including equipment and storage, is funded through state general funds at a cost of \$720,000.

More than 450 body-worn cameras have been deployed department-wide, and all officers and investigators are trained on their operation. All 55 of the department's emergency vehicles are outfitted with cameras on the dash and/or inside the transport compartment.

FY 2026 & FY 2027 request - \$445,800/year





# State of New Hampshire Department of Corrections

## 2. New Positions Established

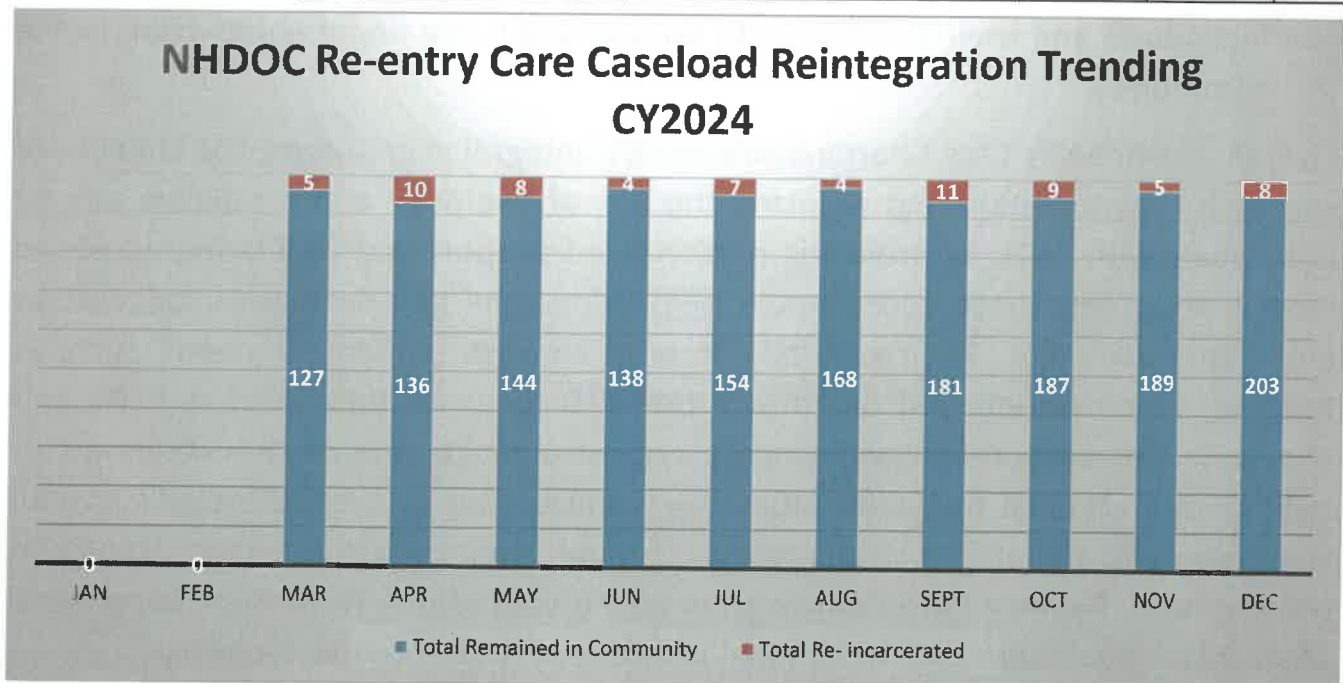
	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026	FY 2027
Funded Positions (All funds)	971	971	964	964	973	973	972	972
Unfunded Positions (All funds)	0	0	6	6	0	0	1	1
Total Authorized Positions (All funds)	971	971	970	970	973	973	973	973

### Converted Positions

Originally funded through the State Targeted Response grant, one Reentry Care Coordinator position was approved in March of 2018 to work primarily with females releasing from incarceration to provide opioid use disorder case management services and to offer every resident releasing from incarceration a Naloxone kit. In February of 2019, two more Reentry Care Coordinator positions were approved under the now called State Opioid Response grant to expand services to males releasing from incarceration to provide the same targeted intervention services as provided to the female population.

These three positions were converted to permanent NHDOC positions in July of 2023 after budget approval.

POS	SOC Classification	Position Title-Old	FY 2026 SALARY	FY 2026 BENEFITS	FY 2026 TOTAL	FY 2027 SALARY	FY 2027 BENEFITS	FY 2027 TOTAL
44837	21-1020 SOCIAL WKRS-5	PROGRAM COORDINATOR HZD	81,845	66,274	148,119	84,980	70,216	155,196
44838	21-1020 SOCIAL WKRS-5	PROGRAM COORDINATOR HZD	80,238	38,369	118,607	81,975	39,846	121,821
44839	21-1020 SOCIAL WKRS-5	PROGRAM COORDINATOR HZD	72,579	23,533	96,112	74,139	24,038	98,177
<b>Total</b>			<b>234,662</b>	<b>128,175</b>	<b>362,837</b>	<b>241,094</b>	<b>134,100</b>	<b>375,194</b>





# State of New Hampshire Department of Corrections

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## 2. New Positions Established (continued)

Reentry Care Coordinators within the New Hampshire Department of Corrections (NHDOC) are crucial for aiding individuals with substance use disorders (SUD) as they transition from incarceration back into the community. Their role encompasses several key responsibilities:

- 1. Facilitating Transition:** They help ensure a smooth shift from prison to community living by providing essential support and resources.
- 2. Coordinating Care:** This includes connecting individuals with community providers, maintaining accurate records, and ensuring effective communication among all parties involved, clients, probation and parole officers, NHDOC staff, and community agencies.
- 3. Providing Support:** Reentry Care Coordinators are particularly focused on the high-risk period immediately after release, when the likelihood of overdose is significantly elevated. They offer increased support during the initial hours and continue this support for up to 12 months.
- 4. Harm Reduction:** Reentry Care Coordinators play a proactive role in supporting harm reduction principals to include referrals to safe needle exchange locations and overdose prevention. Coordinators oversee voluntary distribution of naloxone, a medication used to reverse opioid overdoses, to individuals and their families upon release and while under supervision in the community.

Overall, the Reentry Care Coordinator's work is integral in improving the chances of successful reintegration and reducing the risk of overdose and recidivism among individuals with SUD. By providing personalized support and facilitating access to crucial resources, these coordinators help bridge the gap between incarceration and community life. Their efforts not only address immediate needs such as housing, employment, and healthcare but also focus on long-term stability and recovery. This comprehensive support system aims to reduce the likelihood of relapse and criminal behavior, ultimately contributing to the individual's overall well-being and enhancing public safety. Through their proactive engagement and commitment, Reentry Care Coordinators play a vital role in fostering a supportive and rehabilitative approach to criminal justice and substance use recovery.



# State of New Hampshire Department of Corrections

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## 2. New Positions Established (continued)

### **Per Diem Relief Pool**

In May 2023, the Department introduced per diem, non-certified, non-classified/benefited positions to temporarily reduce the burden of forced overtime on certified corrections officers. This initiative created a voluntary relief pool of vetted and trained candidates who work on a per diem basis, filling voluntary limited posts. These individuals are called upon to cover shifts only after full-time and part-time NHDOC qualified and certified staff have had the opportunity to take them.

This approach was created from the Department's experience utilizing National Guard service members in non-armed, non-contact roles with residents. The per diem positions have since proven to be an invaluable complement to our staffing program, aiding in the effort to fill full-time law enforcement vacancies. This initiative has contributed to improved work-life balance and serves as an effective staffing tool.



# State of New Hampshire Department of Corrections

## 3. General Funds and ARPA Funds

### SWEEP TAPP \$1,635,461 Received in ARPA Funding

**General Fund request – FY 2026 \$0    FY 2027 \$378,000**

These funds provide hardware, software and professional services to implement the Mobile Devices and RFID System portion of the NHDOC Technology Access Pilot Program (TAPP), a part of the State Workforce Efficiency Enhancement Program (SWEEP). NHDOC has endured historic staffing issues, and the proposed system implementation by Guardian RFID provides a significant opportunity to fulfill the initial goals of the TAPP quickly and efficiently. Currently, Corrections Officers are collectively responsible for filling out and managing thousands of sheets of paper throughout a workweek. These pieces of paper are required to be transported, filed, often scanned and are sometimes impossible to read. Migrating to a paperless, auditable and reportable system to conduct the basic security functions in the average Corrections Officer's day will serve to increase efficiency for staff, increase access to necessary correctional security information in a timely manner and gain back time our Officers need to perform other everyday security functions such as cell searches and urinalysis.

The continued funding in FY 2027 allows for the support and maintenance of this program.



### Safety Through Technology \$522,195

**General Fund request – FY 2026 \$0    FY 2027 \$170,000**

The continued funding in FY 2027 allows for the Department to continue the software subscription. (Fusus Information on next Slide)



# FUSUS SECURITY OVERVIEW

Fusus includes both hardware and a software subscription. The FususCORE hardware automatically detects and connects to every camera on a building's network. Once it is placed onto a private video network, it will allow for live access to video feeds through the evidence.com platform.

In addition to the FususCORE hardware, there is a software subscription component for evidence.com. Evidence.com, provided by Axon and Fusus, offers a secure platform to share digital evidence via downloadable links, complete with a built-in audit tracker.



## STREAMLINE

Fusus will streamline all NHDOC technology, allowing for body-worn camera (BWC) footage, in-vehicle camera (IVC) footage, and facility security camera footage to be stored in the same online location through evidence.com.

## EFFICIENCY

Our current systems does not allow for facility camera data to be shared in real time. Data must be downloaded onto a DVD or flash drive, and provided to the individual who needs to view it. NHDOCs currently has a 43% vacancy rate among Corrections Officers. The efficiencies provided by Fusus are crucial in helping the department operate more effectively amidst our staffing challenges.

## CLOUD-BASED SYSTEM

Fusus will allow for evidence to be uploaded directly to the cloud-based evidence.com system, providing prompt access to the videos to any staff who need it. This will eliminate the dependency on individual staff members to download and distribute the footage manually.

## TRANSPARENCY

NHDOC faces frequent litigation. Fusus enhances the department's ability to share discovery materials more promptly with the Attorney General's Office, the Conduct Review Committee, prosecutors, and the courts.



603-271-5600

NHDOC@NH.gov



fusus CORE





# State of New Hampshire Department of Corrections

## 3. General Funds and ARPA Funds (continued)

### 15% Salary Enhancements for Nursing Staff

In September of 2022, a 15% salary enhancement was approved for NHDOC nursing staff. This enhancement was funded through ARPA through June 30, 2023 for the purpose of recruitment and retention. In FY 2024 this salary enhancement was negotiated through the collective bargaining process and became part of the general fund expense for the Department.

#### 26.17 Nursing Staff

- a. In lieu of the 15% wage enhancement originally approved by the Governor and Executive Council on January 12, 2017, in accordance with RSA 99:8 and Per 904.01 of the Personnel Rules, and in effect on December 31, 2022, and the additional 15% wage enhancement approved by the Governor and Executive Council on September 7, 2022, in accordance with RSA 21-I:42, Department of Corrections nursing staff who previously received such enhancements shall receive a total increase of 30% over base pay, effective the first pay period following July 1, 2023, which increase shall be made part of the regular base pay of those positions and shall be incorporated into the wage schedules incorporated into this agreement in Appendix A.
- b. Wage increases made pursuant to paragraph a. shall supersede and replace any and all prior wage enhancements specified in paragraph a. and, upon the effective date of this article, all such enhancements and any extensions thereof shall be terminated.

In FY 2026/2027 the general fund budget for this enhancement is estimated as follows:

CLA	DESCRIPTION	FY 2026	FY 2027
010	Personnel Services-Permanent	819,873	836,298
060	Benefits	264,794	270,051
	Total	1,084,666	1,106,350