

**Sullivan County, NH
Board of Commissioners
Meeting Minutes
Department of Corrections
103 County Farm Road
Tuesday, October 21, 2014**

Present: Commissioners Jeffrey Barrette, Chair; Bennie Nelson, Vice Chair; and Ethel Jarvis, Clerk; Jessie Levine, County Manager; Ross Cunningham, Superintendent of Corrections; Doug Roberts, DOC Captain; Donna Magee, DOC Program Director; Joe Brookens, DOT Lieutenant; Kevin Warwick, DOC Consultant

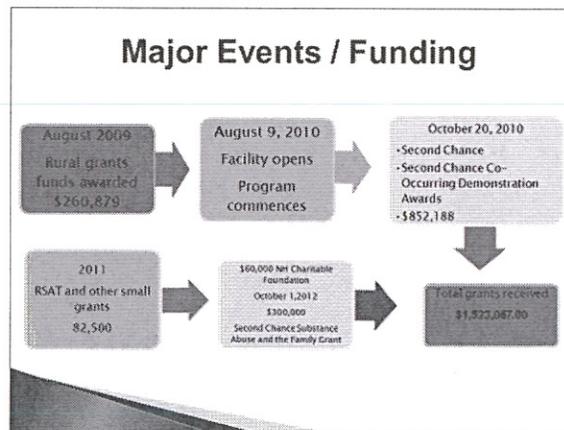
Public Present: April Jarvis

Chair Barrette called the meeting to order at 9:45 AM. The purpose of the meeting was to meet with DOC staff and consultant Kevin Warwick regarding sustainability of the TRAILS program in light of the non-renewal of the Second Chance Act grant, and to review the DOC's work on analyzing the staffing needs of the facility.

Prior to the Powerpoint presentation, there was a discussion about the PREA grant that covered the PREA investigator at the DOC for two years, and also provided funds for training, travel, equipment, and audit preparation. Kevin Warwick proposed having a pre-audit as part of his Memorandum of Understanding with the County, and the Commissioners expressed some reservation about using the funds for a pre-audit and then having to pay again for an audit. Commissioner Barrette recommended using the grant funds to conduct the audit. Cunningham indicated that the County could save money by sharing audit services with Merrimack County.

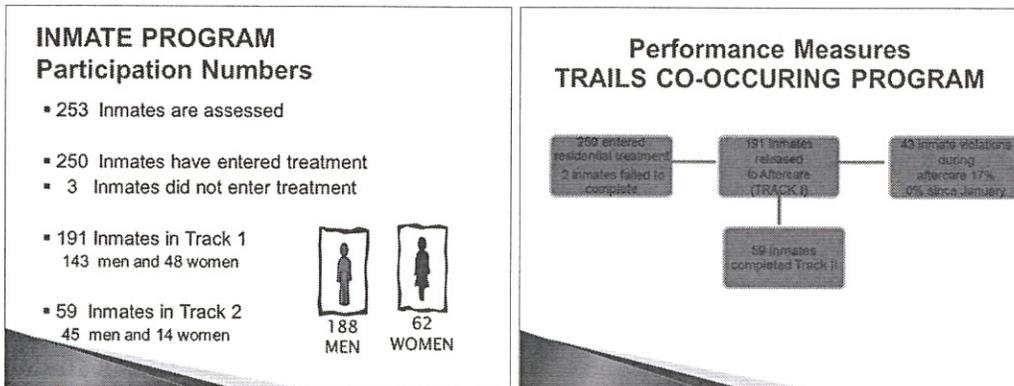
Commissioner Barrette indicated that a vote on the Memorandum of Understanding would be postponed until the end of this morning's meeting.

Kevin Warwick opened the discussion on TRAILS and the grant status by reviewing the grants that have funded programming to date:



Cunningham stated that one of the grant sources was the Residential Substance Abuse Treatment (RSAT) grant. There is currently \$7000 left with too little time to recruit for the position before the grant period ends. Lori Keefe is looking into whether there's another round of these grants, and Cunningham would not recommend backfilling/budgeting for that position if the grant funding dries up.

Warwick then updated the Commissioners on the TRAILS entry, completion, and recidivism rates, which have improved over the four years of the TRAILS program.

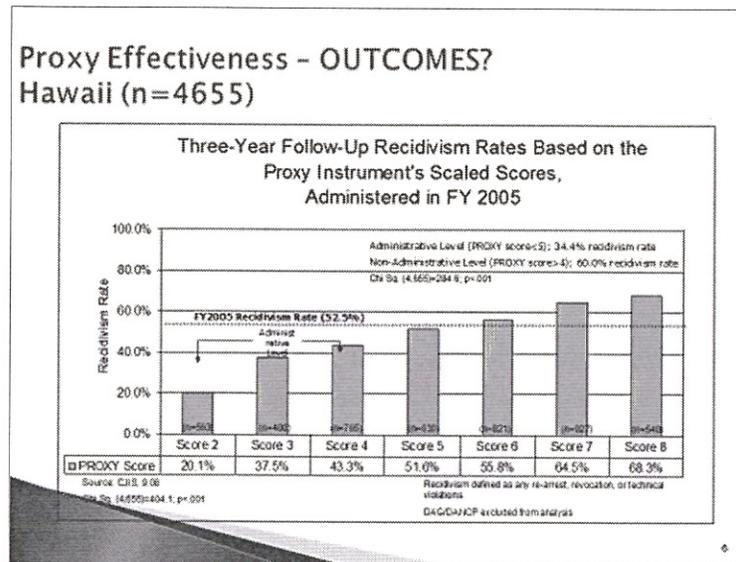


Levine noted that she had compared the above slides to similar slides from December 2013, and noted that the number of actual violations had not changed, indicating that there had been 0% recidivism since winter (*Warwick added that to the slide following this meeting*). She asked if the DOC was doing something differently or better since the inception of the program that had improved outcomes over time. Warwick advised against giving that too much weight, as he stated 17% recidivism is really good and probably won't get much better. He also said that a cumulative rate is better than a snapshot, and went on to explain that 6% of the statistics are rearrests, and we could include probation/parole violations as well. Essentially, our figures count anyone who comes back to jail (e.g., UA failure), whereas other states and counties that track recidivism are not as conservative.

Recidivism Comparison	
▪ Sullivan County	17%
▪ NH DOC	51%
▪ Carroll County	52%
<ul style="list-style-type: none"> ▪ The recidivism rate for Sullivan County is based on those completing the TRAILS program ▪ The recidivism rates for the NH DOC and Carroll County are based on the entire population 	

Donna Magee pointed out that the folks in TRAILS have the highest chance of reoffending, since the program is directed at the highest risk offenders (those who are serving a longer sentence). She said that these are the toughest people to change, so the fact that their recidivism rate is better than low risk programs elsewhere is even more noteworthy. Cunningham added that if probation &

parole intervened earlier (i.e., prior to relapse or reuse), this number could also be reduced. Commissioner Barrette clarified that the number does not include “setbacks,” although Warwick replied that they often eventually get there, just not right away. Magee stated that the number also does not include track 5 re-dos.

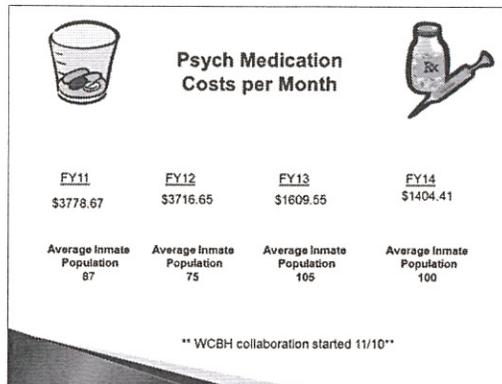


Warwick said that the industry standard for recidivism tracking is one year from release, and Sullivan County goes beyond that. We monitor people longer and more intensively than most jails, checking in and drug testing post-release, so our numbers should be higher than the national standard especially given that the people we work with who have addiction issues are also criminals and subject to a higher recidivism rate nationally (~60%).

Warwick compared the TRAILS recidivism to that of our shorter-sentenced inmates who are not sentenced to TRAILS and also don't have the criminality (recidivism about 25%, so TRAILS recidivism rate is actually better). This led to a discussion of non-TRAILS offenders. Cunningham said that we housed 1269 such inmates in 2012, with 321 reoffending for recidivism of 25%, so when we combine the two populations the recidivism rate for our total population is about 21%. That is what can be compared to Carroll County at 52% for total population (and no TRAILS program). This is our apples-to-apples (we used 2012 numbers because they've been outside longer than 2013 and 2014 releases).

Magee said that at Sullivan County DOC, there is some crossover for people who are not in TRAILS and have access to and benefit from case management and clinical services. Warwick added that in Sullivan County, the corrections officers also have the benefit of more training and have been able to use that training and knowledge with the jail population and it has a positive impact even for people not going through TRAILS. Captain Roberts said that the additional training has also reduced injuries and violations in the jail.

Chair Barrette inquired about impacts on medical expenses. Warwick moved on to a slide showing the reduction in psychological medication costs per month since 2011:



Levine noted that there had been a change in pharmacy vendors and formularies at some point and asked if those changes affected these prices or whether the reduction can be entirely attributable to programming. *Follow-up: After the meeting, it was clarified that the formulary and pharmacy changes occurred prior to 2011, so these are valid comparisons.*

Warwick went on to explain that the DOC is attempting various intervention models, with the Community Intervention Program (CIP) having eight participants to date:

- Intervention Options**
- › CIP early intervention option
 - › The TRAILS program targets offenders with both limited and intensive need
 - › A step down model with inmates including Work Release, Electronic Monitoring and Aftercare
 - › Case management and family services for all
 - › Clinical services available for those in need
 - › A full integrated transition model for offenders post release
 - › A partnership with all CJ agencies and community partners

Warwick pointed out that TRAILS is “working” to the extent that overall population census has gone down and has been far below projections, although that could also be related to the nature and structure of sentencing.

Projected Numbers

Year	RGA Projections	Actual
2009	123	100
2010	128	99
2011	132	105
2012	138	110
2013	143	106

Warwick transitioned into a discussion of what happens now that the grants appear to be drying up. He noted that staff is trained, Donna Magee has come on as program director and has a strong clinical background so can monitor and continue the quality assurance role that Warwick and Malcolm Smith conducted with grant funding. Warwick said that the data collection models are set up, and with no grant funds there would be no federal reporting requirement, so at this point we are trained to collector and monitor the data with no future cost associated with it. He said that the collaborative oversight model of the Criminal Justice Coordinating Committee (CJCC) will continue, and the good interaction among players bodes well for supporting the program with no additional costs.

Warwick moved on to the final slide showing continuing costs that were covered by the Second Chance Act funding:

Costs to continue Second chance programming	
› Sustainability Figures for UNHCE - Gail Kennedy	
› 4-H Family, Parenting, Money Management,	
› WCBH two clinicians	
› WCBH Health	\$137,074
› UNHCE	\$6500
› Total	\$143,574

He noted that it will cost approximately \$150,000 per year to continue the clinical and family programming, of which West Central Behavioral Health costs about \$137,000. Warwick opined that it was better to continue to contract with WCBH rather than hire internally due to the depth of clinicians. He believes that consistent presence in jail is critical. Levine asked if the UNH Cooperative Extension cost of \$6500 could be incorporated into the County's existing contract with UNH, and Barrette noted that would be an easy conversation to have with UNH.

Barrette pointed out that the County's fund balance is strong in part because it did not have to fund a brand new traditional jail; the County saved millions in capital costs using this model, and did not even have to fully-fund TRAILS because of the \$1.5 million in grants received along the way. He is not suggesting the use of fund balance to offset capital costs, but did think that the money saved by TRAILS should be part of the conversations.

Cunningham said that the grants had provided about \$6000 annually for training and travel that would likely have to be covered by the operating budget. Warwick added that the grants allowed for the purchase of equipment, curriculum and other material to support programming that would not need to be regularly funded at this point. Again, he said, the most critical figure is WCBH, and second is training expenses.

Barrette said that he would like to see a cost-per-day analysis per inmate for someone in programming vs. someone not in programming.

This led to the next subject of today's meeting, which is a staffing analysis of the facility's needs given the lower-than-projected population. Captain Roberts distributed a binder of containing the National Institute of Corrections (NIC) jail staffing model. He noted that he used the NIC model against the profile of our jail, with 168 beds, certain units, etc. He then reviewed our staffing levels and analyzed the average net annual hours on the job per employee, after vacation, sick leave, holidays, FMLA, etc. (to do this, he used our employees' actual time out going back one year). Roberts then calculated the DOC's daily needs based on minimum staffing of 5 people: a dedicated Unit 3 officer, a floor officer, a supervisor, a control center officer and a CCC officer.

In the end, the NIC analysis indicated a staffing level of about 57, and we are at 55. Therefore, DOC administration recommend no change in staffing.

The Commissioners thanked Captain Roberts for his work on this subject, and indicated the need for additional discussion.

Returning to the PREA grant and Memorandum of Understanding, Commissioner Barrette moved to waive bidding requirements for the sole source contract with Kevin Warwick and Alternative Solutions Association for PREA consulting & reporting for contract services and to authorize the County Manager to negotiate & sign the MOU. Motion seconded by Commissioner Jarvis and approved 3-0.

Jarvis moved to adjourn the meeting, seconded by Commissioner Nelson and approved 3-0. Meeting adjourned at 11:40 AM.

Respectfully submitted,



Jessie Levine, County Manager



SPECIAL MEETING NOTICE
Sullivan County NH
Board of Commissioners

The Sullivan County Board of Commissioners will convene a special meeting to discuss the DOC Community Corrections Center Inmate TRAILS program sustainability.

Tuesday, October 21, 2014

9:30 AM

Unity County Complex
DOC Community Corrections Center
CCC Conference Room
103 County Farm Road
Unity NH 03743

Other County business may be conducted in public session.