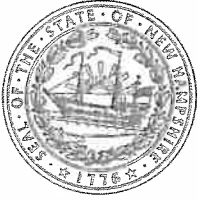


Received 10-31-14



The Senate of the State of New Hampshire

107 North Main Street, Concord, N.H. 03301-4951

SYLVIA B. LARSEN
Minority Leader
District 15

State House, Room 120
(603) 271-3207

October 31, 2014

The Honorable Chuck Morse
President, New Hampshire Senate
107 North State Street
Concord, New Hampshire 03301

Dear President Morse:

Pursuant to *SB 262, RSA/Chapter 21-H-14-c, Laws of 2006*, please find attached final report.

Should you have any questions or comments regarding the report please do not hesitate to contact me.

Respectfully,

A handwritten signature in cursive script that reads "Sylvia B. Larsen".

Senator Sylvia B. Larsen,
Chair of the Interagency Coordinating Council for
Women Offenders

CC: House Speaker Terie Norelli
Karen Wadsworth, House Clerk
Tammy Wright, Senate Clerk
Governor Maggie Hassan
Committee Members
NH State Library

1. Increase Residential Community Treatment Options

- New Division of Community Corrections seeks to improve options
 - Start up primarily funded by Second Chance Act
- Below is an updated report from Community Corrections Director Joe Diament:
Pursuant to the Council's request ... Below is general information provided as answers to the questions that were posed.

1. The Second Chance Act grant (managed by DOJ with support from DOC) ended over a year ago and was not renewed. It was restricted to the Concord District Office and the number of women served was 31.
2. The Offender Services Reentry Initiative (ORSI) was funded by Federal "stimulus" funds awarded to and managed by NH-DOJ in cooperation with DOC. 201 women were served by this project. This service was highly utilized and ran out of its non-renewable funds ahead of schedule.
3. The NH-DOJ also used Federal funds to finance Residential Substance Abuse Treatment (RSAT) in some of NH's County correctional facilities, Shea Farm, and the Sununu Youth Center and the total number of women served by this grant was 612. This grant has traditionally been a part of the US-DOJ's award to each State but it not known whether it will continue under the new budgeting pressures. NH-DOJ would be the best source of information on that. This funding source is drying up although not being eliminated. At its peak, NH received nearly \$350,000 but that amount has now shrunk to just under \$50,000.

2. Advocate for development of gender specific community support services

- Committee tracked legislation affecting Dept of Corrections and Women Offenders Council opposed prison privatization initiative.

3. Continue to enhance collaboration between DCYF and other social services agencies to improve incarcerated mother-child relations

- Ongoing work being done. A summary from Lorraine Bartlett follows:
- Lorraine Bartlett, Child Protection Administrator sits as the council member for DCYF and remains the agency's liaison to the Women's Prison as well as the NH Men's Prison. Currently DCYF is working with 29 mothers and 66 fathers who are incarcerated and 137 children who are impacted by the lack of at least one parent participating in their daily lives as a result of incarceration.

DCYF has sustained its effort to engage incarcerated parents in working with the Division to keep them connected to their children while in prison and to make informed decisions about permanency for those children when they cannot return to their parent's care.

This past year Ms. Bartlett met with inmates at the Concord State Prison to speak to men who were fathers about how they could and should stay connected to their children. Information was provided regarding the guardianship and termination of parental rights process in New Hampshire.

Ms. Bartlett has also maintained a schedule of routine meetings with female inmates at the Goffstown facility. These meetings are coordinated with the staff of the Family Connections Center and provide an opportunity for the women to be oriented to DCYFs role and responsibility as an agency that can provide resources and supports to women related to reunification and permanency for their children. It is anticipated that Ms. Bartlett or her designee will remain a liaison to the inmate facilities beyond the work completed by this committee.

4. Alternatives to pre-trial incarceration for women

- Need to advocate for alternatives statewide
- Encourage county facility (Merrimack suggested) to consider alternatives

5. Advocate for coordination between county and state corrections systems relative to programming and re-entry

- Regular attendance of Council member Ross Cunningham, Sullivan County DOC, has enhanced coordination efforts and data sharing with the Council. More steps toward pre-trial options for county incarcerated women are a goal

6. Groundbreaking Ceremony for Women's Prison August 19, 2014

- After more than 20 years, the Goffstown Women's prison, which was supposed to be a temporary facility, is still in use.
- The Goffstown Women's Prison, as we know is both overcrowded and antiquated facility.
- Due to space restrictions and the constraints of population size, adult female inmates in the New Hampshire Corrections system are not offered programs comparable to those offered to adult male inmates in the New Hampshire corrections system.
- The new Women's Prison in Concord will accommodate the provision of basic services and programs in a manner that eliminates the inexcusable disparities that presently exist between the treatment of men and women in the states correctional system.
- The new facility will finally offer life skills training to prepare the women for life after incarceration.
- The new facility will have space for 225 beds, expandable to 350.

- The design of the new facility will be state-of-the-art providing an environment that enhances a sense of community and seeks to address the needs of women offenders suffering the effects of trauma, substance use and mental health issues.
- The new facility will allow for space to offer incarcerated women programs which reinforce the importance of family, education and occupational readiness as women prepare for re-entry into our communities.
- It will include for the first time a 24/7 infirmary and an area dedicated to correctional industries.
- The new facility will employ the security measures necessary to protect our communities, but it will not be enough just to build this new facility. The legislature must fund the additional staff necessary to meet the security, programming and treatment needs of these women and to achieve parity with the services available to the state's male offenders.

SUMMARY OF MEETING MINUTES

- **Presentation from Lindy Keller- Training Administrator /Bureau of Drug & Alcohol Services/DHHS**

Access to Recovery: A community treatment Grant

Access to Recovery (ATR) is a four-year, federally funded program designed to provide a greater range of choice for people seeking drug and alcohol treatment and recovery support services. \$4 million first year to build program, \$3 million a year for 3 years. Currently 2 ½ years into grant.

Using a voucher-based system, ATR clients choose from a comprehensive menu of services and providers that most appropriately fit their needs and that they believe will help them successfully maintain long-term recovery.

NH-ATR will:

1. Expand capacity in substance use disorder treatment and recovery support services
2. Ensure free and independent client choice
3. Increase the array of faith-based and community providers in the service delivery network
 - 3 Populations served:
 - Military; impaired drivers; anyone on probation, parole, re-entry services. Not allowed to treat in prison.
 - Everyone is referred to care coordinator
 - Client has choice of services (probation and parole programs must be met). Not mandated.
 - Infrastructure----providers become part of list. Pays for evaluations, recovery support services, stress/crisis management, vocational services,

peer recovery coaching, assessment of need, pastoral counseling and others.

- Current areas: Nashua, Manchester, Concord and Keene (added (December 2012)
- Laconia, Claremont, Dover added by June 2013
- North Haverhill and Durham added by December 2013
- Potential for grant to be extended through ACA Obamacare.
- Women at Goffstown- high rate of substance abuse
- Served 750 DOC men and 200 DOC women
- The services funded by NH-ATR vary greatly to allow successful recovery from substance abuse. Vouchers are available for services that previously have been barriers to clients seeking treatment and working through a program of recovery. NH-ATR services fall under two broad categories: Clinical Services and Recovery Support Services. Clinical Services are traditional substance abuse counseling and related services. Recovery Support Services address barriers to a person's recovery. NH ATR is actively seeking recovery support service providers.

Goffstown Women's Prison – Warden Joanne Fortier

- multiple vacancies
- 7 out of 23 security staff members
- Couple of staff on long term medical leave
- 1 out on long term military
- Joanne advises there is a lot of “forced” overtime for staff
- This is identified as the single most prevalent reason for staff leaving or retiring
- Staff are being asked at least 2x per week to work a 16 hour shift
- 2 LADAC positions are vacant
- Facility case manager is in hospital
- 2 new mental health clinicians are just starting
- Warden Fortier and Rev. Beth Richerson: The Wellness Wheel that is being implemented in the NHSP-W is a tool to encourage and teach women/inmates when they arrive at the prison to understand and take responsibility for their well-being. It depicts a concept/paradigm that puts the woman at the center and encourages the development of resources in the various areas of her life, both during her time in prison and going forward after her release. There are 2 attachments to this report. The first is a powerpoint depiction of the Wellness Wheel itself. The second is a powerpoint depiction of the Wellness Wheel along with a list of opportunities available to the women in prison that correspond with nine areas of their life
-

Deputy Commissioner Bill McGonagle: Report on DOC Staff recruitment efforts

- Vacancies are at various stages of recruitment
- Security officers are held to same physical requirements as law enforcement. This is problematic & Commissioner Wrenn is seeking to address this with police standards & training as they certify prison security officers
- Senator Larsen asks about impact of staff shortages on programming

- No substance abuse counseling being offered at this time due to no LADACs
- Educational offerings still happening
- Medical technician training was happening but ended due to realization by Manchester Community College that Pell Grants could not be utilized by inmates
- NH Charitable Foundation has given grants to incarcerated women to participate in 1 college course

Commissioner Wrenn is pleased that the NH-ATR, access to treatment recovery exists. Great resource for Dept. of Corrections.

Administrator of Women Offenders: Review

- Jessica Parent resigned as Administrator of NHSP-W, May 2013. – transferred to NHDOC Victim Services Dept.
- Comm. Wrenn will apply for waiver to fill the position
- Senator Larsen asked why does position keep changing.
- Betsy Paine stated that the legislature created position and their will still be a need for Administrator for new prison
- Nancy Rollins stated that the position reports to Joe Dimond who coordinates all programs, case management and volunteer activities
- Comm. Wrenn stated that position has been tweaked to be more focused based on exiting inmates and community treatment
- Questions were raised regarding the vacancy of the Administrator's position and the high turnover rate. It was decided that Elaine Rizzo and Linda Douglas contact previous Administrators and assess position.
- The Council encouraged the new Administrator to be hired in a timely manner so as to be in on the "ground floor" of planning for the new women's prison. We also hope to have a dialogue with the new Administrator and the Department to help respond to some of the suggestions reported by the Subcommittee (Elaine Rizzo and Linda Douglas) in their very thorough Assessment Report (attached) after having structured telephone interviews with the former Female Administrators (5 of them).
- Senator Larsen announced the creation of a subcommittee to review the Laws, Mission and Goals of the position, created by RSA/Chapter 21-H-14-c, Laws of 2006 – establishing the position of an administrator of women offenders and family services within the Department of Corrections and establishing an interagency coordinating council on women offenders.

Appointed the following members to the Subcommittee:

Betsy Paine, Co-Chair
 Sylvia Larsen, Co-Chair
 Elaine Rizzo
 Linda Douglas
 Joanne Fortier, Warden, GSPW

As informed, the Dept of Corrections was in the process of interviewing to fill the vacancy in this position, so it is a good time to review the law which created this position and to review the interaction of this administrator with both the Department, the Community Corrections

system and the Citizens Advisory Board, as well as the duties and responsibilities of the Program Administrator.

We hope that the new Administrator will be hired in a timely manner so as to be in on the “ground floor” of planning for the new women’s prison. We also hope to have a dialogue with the new Administrator and the Department to help respond to some of the suggestions reported by the Subcommittee (Elaine Rizzo and Linda Douglas) in their very thorough Assessment Report (attached) after having structured telephone interviews with the former Female Administrators (5 of them).

NOTE: In May 2014 a new administrator, Laura Hardwick was hired. 11 years with DOC/Career and Technical.

Report on activities of Citizens Advisory Committee: Elaine Rizzo

- Committee goals for next year:
 - Enhanced communication with decision makers
 - Program/Service Development
- Re-entry is dominant concern based on information that came out of annual retreat
- Issues for women include: finding employment & loss of structure/support leads to relapse
- Committee wants to advise Commissioner Wrenn about best practices for re-entry
- Currently doing research on educational & vocational programming that have evidence based practices for assisting women with re-retry
- Also looking at NH employment opportunities/job market
- Seeking MOA with cosmetology licensing board to pre-approve women for license. Board preferring to have women work under provisional license with supervision in salon rather than “hang out shingle”
- Elaine advises there is not a lot of data about outcomes for women participating in cosmetology program & getting a job upon release
- Committee will continue to research & pass on information to DOC
- Committee is also researching gender specific/non-traditional employment
- Elaine advised there is concern about danger of over incarceration when new prison is built; need to keep Judges informed about alternatives to sentencing
- DOC is looking at ways to manage integration of MH & substance abuse services
- Final concern is that NHSP-W Administrator position remains vacant

May 2014- new administrator, Laura Hardwick was hired. 11 years with DOC-Career and Technical.

The council’s last meeting was held on September 5, 2014.

- Discussion on Citizens Advisory Board and future of the Council
- Citizens are appointed to the Advisory Board by the Governor. They meet with Commissioners 1 or 2 times per year
- Interagency Council for Women Offender has now become redundant with other committees

- Council voted to repeal SB 262 and add responsibilities the Interbranch Criminal and Juvenile Justice Council (RSA Chapter 651-E:2), which Ann Rice stated is now actively meeting.

Recommendations

The Committee recommends the filing of legislation, repealing Chapter 21-H-14-c, Laws of 2006, Interagency Coordinating Council for Women Offenders and adding some of the duties to Chapter 651-E Interbranch Criminal and Juvenile Justice Council.

Respectfully Submitted,

A handwritten signature in black ink that reads "Sylvia B. Larsen". The signature is written in a cursive style with a large initial 'S'.

Senator Sylvia B. Larsen

Attachment:

- 1) Administrator of Women Offenders Position Assessment
Elaine Rizzo, Ph.D. and Linda Douglas
- 2) NHWSP – Wellness Wheel

Interagency Coordinating Council on Women Offenders
Administrator of Women Offenders and Family Services Position Assessment
January 10, 2014

Structured telephone interviews of former Female Administrators Annette Escalante, Lori Seog, Niki Miller, Barbara Bowlus, and Jessica Parent were conducted by Elaine Rizzo and Linda Douglas on December 18, 2013 (see Appendix A). The purpose of these interviews was to solicit information regarding their assessment of the nature and structure of this position in order to understand the underlying reasons for the high turnover in this position since its establishment and recommend future improvements. Although direct quotes are included to exemplify the patterns expressed, respondents were informed that confidentiality would be maintained regarding identifying comments made by specific individuals. Consequently, efforts were made to use quotes that did not include identifying content unless unavoidable.

It is also important to include a disclaimer that the information and recommendations presented in this report are based on unilateral information obtained from previous Administrators and, therefore, does not provided for a balanced assessment that incorporates supplemental explanatory or contextual information from the Department of Corrections (DOC).

Time in the Position.

The time spent in the position ranged from a low of two months to a high of 20 months. The average time spent was 11.2 months.

Previous Background in Corrections.

Only two had worked previously for the DOC, the others had ancillary backgrounds working with correctional or justice-related clientele or as subcontractors with the Department.

Prior Understanding of the Nature and Structure of the Position.

The respondents were asked about their understanding of the goals and purpose of the position, their specific responsibilities, the scope and limits of their authority, to whom they would report, and the resources to which they would have access prior to accepting the position.

A consistent theme was a generalized uncertainty regarding the goals of the position. The position description is extremely broad and encompasses more responsibilities than can be adequately assumed by one person, particularly without staff. Consequently, each Administrator identified a portion of the description that was most salient to their background as their focus. Roles were collectively defined as follows: program and/or policy development; program implementation; program support; recruiting and monitoring volunteers; identifying and tracking services offered; and monitoring DOC compliance with Chapter 269 SB262 that established the position. Some confusion was also expressed about the interrelationship between the Interagency Council and the DOC in terms of their accountability.

Interviews revealed collectively held confusion about whether their primary responsibilities functioned at the operational or policy development level. They perceived confusion over the nature and purpose of the position as being shared by their supervisors as well.

“I was given to understand that I was to look at the big picture and not be operational. I was asked to review the substance abuse curriculum and others, and it was difficult to obtain the curriculum. I was to oversee policy level, but it was problematic....Establishing relations was difficult or trying to work with supervisors. It was unclear as to who was to provide the materials. They didn't understand what I was supposed to be doing either.”

Nature & Scope of Authority

Several Administrators commented on the lack of fit with the DOC organizational model and that overlapping responsibilities & authority generated conflict.

Another common area of difficulty involved either the lack of staff under the Administrator's direct supervision or the availability of staff but the inability to adequately supervise the staff because they were located in Goffstown, at Shea Farm, and, in most instances, the Administrator's office was at DOC headquarters in Concord. One Administrator complained that the job description included “responsibility for programming in adult corrections, probation, and parole... but no one reports to you.”

In contrast to this, however, another respondent reported having two Correctional Counselor/Case Manager's (CC/CM's) at the prison and one at Shea Farm under her direct supervision, and another as supervising one LADC as well as two CC/CM's. This appears to have been a change that was made in response to complaints surrounding the lack of direct staff to supervise. Each respondent indicated the position entails a high level of responsibility with extremely limited authority. In one instance, this responsibility was further increased by assigning the Administrator to oversee programming at the men's position due to a vacancy that developed.

Reporting Structure

The reporting structure changed for some after starting on the job. Initially, Administrators reported directly to the Commissioner but this shifted to the Assistant Commissioner, and later to the Director of Community Programs. Eventually the acting Assistant Director of Community Programs became the direct supervisor for this position.

Orientation.

There seems to have been little to no orientation to the position. One respondent said her orientation was more to the DOC and how it operates than to the position itself. Each respondent indicated an orientation to the position would be helpful, but suggestions for how it should be designed and offered varied.

Availability of and Access to Resources:

Respondents were asked if the responsibilities of the position were realistic in relationship to the staffing, authority and other resources available. All of the respondents indicated insufficient resources available to properly execute their responsibilities. One stated: “It was clear there

were not going to be resources. I didn't have a sense that there was a budget. When I moved [to Shea Farm] there was no file cabinet, no shelves. I purchased a chair table, and curtains on my own."

The primary resources they reported that they lacked were staff, a clear understanding of the line of scope of their authority, office space at Goffstown, a lack of collaborative arrangements for working with staff at the county facilities or the field offices, and lack of communication with both administrative and line staff. The resources they reported that were available were completely in the realm of personnel and included the Commissioner, Assistant Commissioner, Warden, DOC Executive Team, and Inter-agency Council.

Patterns of Frustration.

Respondents were asked to discuss the major frustrations each encountered. The consistent response was frustrations resulting from the lack of clarity on their part and that of the Department regarding the job description, their responsibilities, and the scope of their authority, and insufficient resources and authority to provide the needed services.

Budget cuts exacerbated the pressures and conflicts that were generated by the demands of the position. One respondent complained that the improvements she was able to initiate were "...dismantled due to budget issues. I felt there was a great team to work with the warden and it all felt apart."

Several respondents spoke of the problem of vicarious or secondary trauma that occurred as a result of feeling responsible for protecting the women and improving their situation but being unable to do so with limited authority and resources. Feelings of powerlessness and helplessness were a common theme. One respondent reported that the needs of the women were enormous and she felt responsible for their well-being, but was unable to "keep them safe" due to the lack of resources available to her in the position. The resultant sadness and anxiety she experienced triggered a PTSD reaction. The issue of vicarious trauma was best expressed as follows:

"I think that each of the people who held the position had a common experience for wanting to improve the lives of a large number of trauma survivors and not being able to. This hit people deeply and contributed to not being able to stay in the position."

Patterns of Satisfaction.

Respondents were also asked to discuss the major satisfactions or accomplishments each experienced or achieved. Their responses included: bringing resources to the prison such as education, the parole violators program, an assessment tool, safety planning, incorporating gender-responsive materials, creating inmate library to assist with utilizing Charitable Foundation funds toward education and Second Chance grant funds, and spending down PREA funds that would have been returned. The accomplishments cited, however, did not become institutionalized due to either budget cuts, position turnover, or general failure of the Department to institutionalize changes.

Exit Interviews.

Exit interviews were conducted by the Commissioner at which time many of the frustrations identified in this report were expressed. As a result, changes in the structure and design of the position were implemented. However, efforts to rectify some of the problems resulted in changes that generated new problems. One example of this is that the addition of staff under the Administrator's direct supervision led to feelings of the position entailing too much additional responsibility, particularly since the Administrator's office was in a separate location from that of the staff making supervision difficult.

Conclusion.

Despite the best of intentions in developing a position that would protect, advocate for, and rehabilitate women offenders, many of the responsibilities required of the Administrator overlap in authority with other positions in the DOC producing conflicts and confusion that have restricted the effective realization of those goals. The creation of a position that was to function within the DOC organizational structure but was designed outside of that structure has produced inherent differences and inconsistencies in both understanding and implementation of the position that have been compounded by the resultant rapid turnover in personnel. This turnover itself, while a symptom of a problem, also became a contributing factor in the development of further problems as dissatisfaction and confusion grew within the Department. Attempts to address complaints that were expressed further compounded the confusion felt by everyone over the purpose and function of the position. This made it increasingly difficult for the Department to communicate the nature and scope of the job to new hires who entered their roles with an awareness that there was dissatisfaction felt by their predecessors.

One important source of conflict stems from the well-documented contradiction that exists in the field of corrections between security and treatment needs. The primary objective within any custodial facility is to maintain a safe and secure facility. Treatment has always been, and probably will always be, a secondary objective of prisons. This is the nature of corrections, and it is clearly explicated in the literature.

In this case, the lines of authority and the prioritization of security needs over treatment needs are not clearly articulated in the position description, nor provided in a formal orientation, resulting in confusion and disagreement over decision-making. One example of this was seen in conflicts that developed over whether women should be allowed to either participate in or complete treatment prior to being transitioned for release. The respondent believed that release decisions were made arbitrarily and without regard for the completion of programming. It is difficult to assess the accuracy of this perception without knowing more about the context in which such decisions were made. However, the literature demonstrates that prisons function under established statutory and operating procedures and protocols that cannot easily be ignored or modified. It is a common problem within the field of corrections for such procedures to conflict with and even disrupt treatment needs and goals. Within a correctional environment, it is easy to see how conflicts and disagreements can develop between program administrators who have a specified focus to provide treatment and executive management who assess treatment needs within the context of broader institutional needs or legal parameters.

As previously noted, the two most consistent complaints made by respondents were a lack clarity of the job description regarding responsibilities and the scope and limits of authority, and the lack of resources with which to realize responsibilities as they were understood. Due to the broadness of the responsibilities identified in the job description, and the inability to fulfill all of the responsibilities without staff, resources, and a clear line of authority, each respondent identified an aspect of the description that was most compatible with her professional background as her focus. This led to inconsistencies in overall job performance as turnover occurred in the position.

Another consistent theme was a sense of isolation in the position and insufficient systemic support. Again, these feelings can be attributed to the generalized confusion expressed regarding the nature and scope of the position. Although several of the respondents had prior experience within the department, there still seemed to be a disconnection between their desire to provide meaningful services to the women and the operational realities that often created barriers to instituting effective treatment. While personality conflicts were reported, in each instance they seemed to stem from an inherent and generalized confusion over the role and responsibilities of the position. In all but one instance, these conflicts were eventually resolved.

The expressed confusion and frustration is reflected in the following quotes:

“My job description said to participate in evaluation of employees, but I was never involved. In reality, someone else’s job had the duties. If I did something, it would impinge on someone else’s job duties.”

One respondent described a system--wide lack of understanding of what to do with the position and explained the problem as her having “...no authority, just a title.” Others stated,

“I was to learn on the run. It would have been beneficial if all parties had sat down and discussed the vision for the position. I don’t think decision-makers were clear on what they wanted...Commissioner Wrenn tried to be responsive. The expectations of the job were not realistic with the resources not being available.”

“The job is so big. The systemic change for this position that needs to happen needs to be done with staff that work with women. So much training is needed to make staff sensitive to the needs of women. You don’t have time to make systemic change...It was a system that didn’t want to change for the women.”

“The position was never clear to anyone. It should have been an Administrator Two, delivering and managing programs...it never had a comfortable fit.”

Several suggestions for improvement were offered which were best reflected in the following compilation of comments:

“Look at & rewrite job description so it makes sense...[A] corrections background [is] important...The Corrections Academy [is] insufficient preparation...An orientation should include a team approach that includes Level 3 administration, Human Resources, the warden, and community corrections...Move [the] position

outside of DOC....Contact the National Institute of Corrections (NIC) to get a planning process in place for this position. They have a women's program. There are other states that have women offender positions, and I believe we should have looked at other states. There should be outside facilitation from NIC and have a planning process with a living document for the job description. Have people from the [Interagency] Council, on a higher level, look at legislation that might conflict with the DOC's ability to comply and what could go into this position."

Recommendations.

The primary recommendation to be made on the basis of these interviews is that the job description be examined and rewritten, preferably by a subcommittee from the Interagency Council that includes executive level DOC management. An area to be considered in revising the job description is reducing the scope of responsibilities so they are more evenly matched to the resources available and to the nature of the organizational structure of state and county corrections.

The following recommendations also warrant consideration:

1. Staffing needs should be assessed and, if determined to be necessary, built into the position description.
2. Locating the Administrator's office at the women's prison.
3. Administrator programming responsibilities should not include the men's prison nor should the needs of the men's prison impinge on the decision-making authority of the Administrator with regard to programming for the women.
4. Direct experience working within a correctional facility should be included as a preference in hiring for this position.
5. Providing an orientation that addresses lines of authority and correctional protocol.
6. Explore the suggestion made by one of the respondents to seek assistance from the National Institute of Corrections, review the legislation that created the position for areas of potential conflict with the DOC's organizational structure and statutory responsibilities, and examine how other states have defined and implemented comparable positions.

APPENDIX A

Inter-agency Coordinating Council on Women Offenders
Administrator of Women Offenders and Family Services Structured Interview

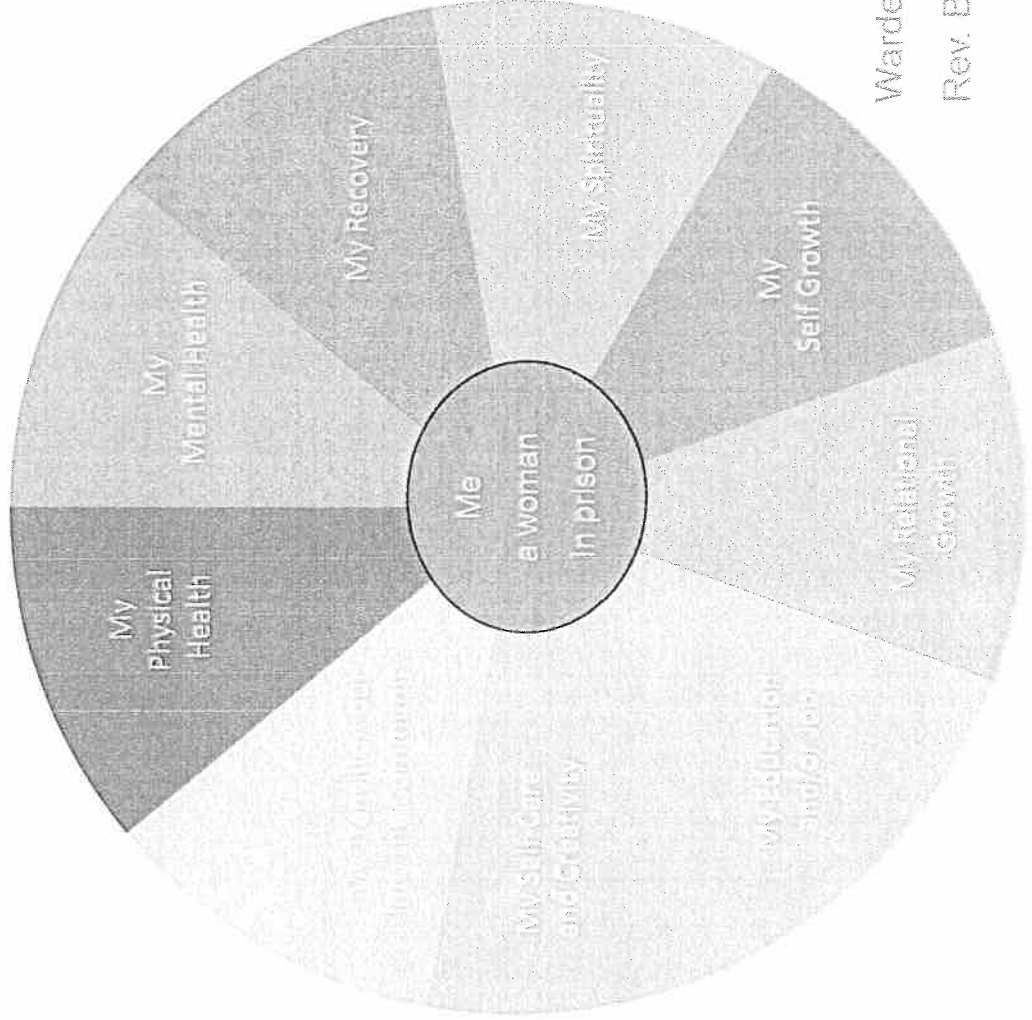
Name: _____

Interview Date: _____

1. How long did you hold this position?
2. What was your previous corrections background when you accepted the position?
3. When you accepted the position, what was your understanding of
 - a. the goals or purpose of the position
 - b. your responsibilities?
 - c. the scope & limits of your authority?
 - d. to whom you were to report?
 - e. the resources that would be available to you?
4. Were there any changes made to the above during the time you held the position?
5. Were you given an orientation?
 - a. If yes,
 - i. by whom?
 - ii. what was content?
 - iii. was it sufficient?
 - iv. what improvements or changes would you recommend?
 - b. If no,
 - i. would you recommend including an orientation?
 - ii. what should be content be?
 - iii. who should provide it?
6. Were you given an Exit interview?
 - a. If yes, by whom?
7. Were the responsibilities of the position realistic in relationship to the staffing, authority and other resources available to you? Explain.
8. What were the major frustrations you encountered?
9. What were the major satisfactions or accomplishments did you experience or achieve?

New Hampshire State Women's Prison Wellness Wheel for Women

A tool for women who are incarcerated and organizations/individuals who seek to make a difference.



Warden Joanne Fortier

Rev. Beth Richeson, Chaplain

Current Opportunities in the Wellness Wheel

- **My Recovery**
 - AA
 - Seeking Safety
 - Christian Breaking the Chains of Addiction
 - Relapse Prevention Group
- **My Spirituality**
 - Ecumenical Worship Service with Chaplain
 - Christian Bible Study
 - Christian/Lalolah Yoga
 - Christian Book Study Group
 - Weekend Christian Services
 - Catholic Mass
 - Christian Sister's Group
 - Kairos Inside Program
 - Individual Christian Spiritual Guidance
 - Interfaith Spiritual Practice Group
 - Buddhist Retreat
 - Jehovah's Witness Bible Study
- **My Self Growth**
 - Book Discussion Group
 - Library Time
 - Concord Women's Club Presentation
 - Mindfulness Based Stress Reduction Class
 - Nutrition Class (DOC)
 - Building Bridges/Life Coaching (FCC)
- **My Physical Health**
 - Medical Seminars by DOC Nurses
 - Exercise/Cym/Yard
 - Running Team/Softball Team
 - Meals
 - Medical/Dental Services
- **My Relational Growth**
 - Individual Visits with Friends and Family
 - Parenting Class (FCC)
 - Parenting Support Group (FCC)
 - Parenting Seminars (FCC)
 - New Mother's Group (FCC)
 - Healthy Relationship Class (FCC)
 - Skype Visits with Children (FCC)
 - DCH- Lorraine-Lorraine Barlett
 - New Mothers Class (FCC)
 - Girl Scout's Beyond Bars
 - FCC Books on CD
- **My Education and/or Job**
 - Business/Computer/Hospitality Education Classes
 - GED Preparation
 - Granite State High School Classes
 - Job in Kitchen, Library, Laundry, Recreation
 - Job in-Floor Care, Maintenance, UST, Property, C-2
 - Running Start (DOC Education)
 - New England College classes
- **My Self Care and Creativity**
 - One Stroke Reading
 - Community Outreach Projects
 - Individual Reading and/or Journalism
 - Fellowship for Outreach Projects
 - Women's Prayer Chain
 - Book Club
 - Gardening Club
- **My Transition into the Community**
 - New Jersey/Human Resources Assistant C
 - Goodwill Job Finding Program
 - Job in the Job - Call Program (FCC)
 - Direct Release Case Management
 - Handout for Chances (FCC)

Current Opportunities in the Wellness Wheel

My Mental Health

- * Cognitive Behavioral Therapy-MHM
- * Mental Health walk In/MHM
- * Domestic Violence Group/MHM
- * Co-Occuring Group/MHM
- * Grief Group/MHM
- * Trauma Group/MHM
- * Dealings with Feelings Group/MHM
- * Women's Adjustment & Support Group/MHM
- * Depression Group-MHM
- * Coping Skills/MHM
- * Taking a Chance on Change
- * Coping w/Incarceration Group-MHM
- * Sleep Hygiene Group-MHM
- * Managing Mental Illness-MHM
- * Coping w/Hope Group-MHM
- * Sex Offender Program
- * Anxiety Group-MHM
- * Socialization Group-MHM
- * Wellness Block