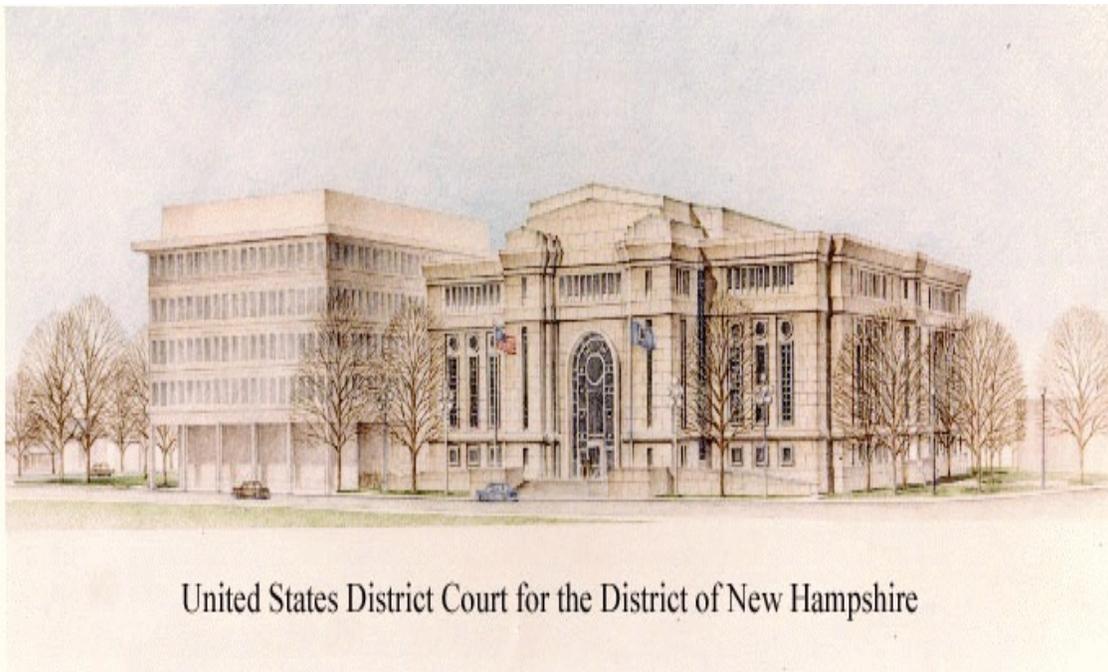


**DISTRICT OF NEW HAMPSHIRE**  
**U.S. PROBATION AND PRETRIAL SERVICES**  
**OFFICE**  
**2010 ANNUAL REPORT**



United States District Court for the District of New Hampshire

**Thomas K. Tarr**  
**Chief U. S. Probation/Pretrial Services Officer**

2010 ANNUAL REPORT

U.S. PROBATION AND PRETRIAL SERVICES OFFICE  
DISTRICT OF NEW HAMPSHIRE

TABLE OF CONTENTS

	PAGE NO.
Message from the Chief. . . . .	3
Mission Statement. . . . .	4
District Overview. . . . .	5
Administrative Services. . . . .	5
Court Investigations Unit. . . . .	8
Supervision Unit. . . . .	17
Information Technology. . . . .	26
Training. . . . .	26
Budget. . . . .	27
Employee Recognition. . . . .	27

## MESSAGE FROM CHIEF

---

---

---

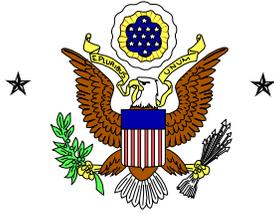
I am proud to present the U.S. Probation & Pretrial Services Annual Report for FY 2010. Our values continue to be grounded in service to the court, the community, offenders/defendants and our employees.

FY 2010 proved to be yet another year of transition, changes and challenges for staff with fluctuating workloads, new responsibilities associated with the implementation of the district's inaugural drug court, and increasing obligations associated with Hampshire House. While pretrial service activations saw a decrease of about 14% from FY '2009, overall increased activity in presentence investigations completed, BOP releases to supervision, and pretrial diversion referrals combined for a net increase in district activity. The district continues to maintain a low detention rate, which in FY 2010 remained almost 20% below the national average.

The office continued its commitment and transition to an Evidenced Based Practice orientation in 2010 with officers in the supervision unit further honing their skill set by receiving certification from Brown University's Center for Addiction Studies program. A cognitive based approach, the program is designed to enhance officers' ability to manage difficult and challenging addiction issues with offenders/defendants on supervision in the community. In addition, all officers received training in several new supervision focused risk assessment tools; the PTR (pretrial risk assessment); PCRA (post conviction risk assessment), all designed to identify, target and reduce risks associated with recidivism.

As you read through the report, bear in mind that none of our accomplishments would have been possible without the professional commitment, dedication and hard work of our entire staff. Earning the trust and confidence of the court and the public requires attention to detail and an individual commitment to quality. Our staff measures up in every respect and I am proud of all of them.

Thomas K. Tarr  
Chief U.S. Probation Officer



# **U.S. PROBATION AND PRETRIAL SERVICES DISTRICT OF NEW HAMPSHIRE**

## **MISSION STATEMENT**

It is the mission of the U.S. Probation and Pretrial Services Office for the District of New Hampshire, as a component of the federal judiciary responsible for community corrections, to provide protection to the citizens of New Hampshire and to assist in the fair administration of justice.

## **GUIDING PRINCIPLES**

We believe ...

- ★ In protecting the community while offering every offender the opportunity for meaningful change.
- ★ In being sensitive to victims' concerns and responsive to their needs.
- ★ In pursuing proactive change and continuous improvement in our quest for quality.
- ★ In seeking justice through integrity, honesty, and fairness.
- ★ In promoting collaboration and communication within the office and with other agencies.
- ★ In recognizing, rewarding, and developing every staff member.

## **VISION**

The U.S. Probation and Pretrial Services Office for the District of New Hampshire strives to exceed the highest ideals in community corrections.

## **DISTRICT OVERVIEW**

---

---

The U.S. Probation & Pretrial Services Office for the District of New Hampshire is a combined office located in the Warren B. Rudman U.S. Courthouse, Concord, New Hampshire. Since 1997, the District has also operated a small sub-office in Manchester, New Hampshire. This office is situated in Hillsborough County (where the greatest number of federal offenders reside) and is used on a rotating, as-needed basis by officers. However, as a result of the change in the organizational structure and the increasing number of offenders living in the greater Manchester/Nashua area, an Officer-in-Charge and one supervision officer have been assigned to the Manchester office on a permanent basis.

The office serves the U.S. District Court for the District of New Hampshire which consists of three full-time judges, one senior judge, and one full-time magistrate judge. In addition, the Chief Deputy of the U.S. District Court serves as a magistrate judge. Investigative services in the form of pretrial services reports and presentence investigation reports are one aspect of the office's responsibilities to the Court. Supervision services of pretrial defendants and post-conviction offenders (i.e., probationers and supervised releasees) are the second aspect of the office's responsibilities. The office also supervises parolees and military parolees under agreement with the U.S. Parole Commission, and provides investigative and supervision services to the U.S. Attorney's Office for its Pretrial Diversion Program. The office is responsible for all such matters in the State of New Hampshire, an area of approximately 10,000 square miles.

## **ADMINISTRATIVE SERVICES**

---

---

The Chief Probation Officer is the unit executive responsible for all administrative functions, personnel, and budget. The Deputy Chief and Administrative Officer report directly to the Chief. As rendered in the Organizational Chart on page five, the office is organized to accomplish its mission by dividing its major functions: court investigations and supervision services. The Court Investigations Unit conducts all pretrial interviews, attends initial appearances, prepares presentence reports, and attends all hearings associated with the sentencing process, while the Supervision Unit is responsible for the day to day supervision of all active pretrial and post-conviction cases. Although each officer is assigned to an individual unit, it is the office philosophy that, because the District is small by national standards, every officer serves the Court best if he or she is able to perform all of the major functions of the office. The Deputy Chief is essentially the operations manager over both units, with a supervisor as the head of each unit. The Drug and Alcohol Treatment Specialist administers the office's contracts with treatment providers in addition to carrying out other treatment related responsibilities and having a caseload. Two clerical support staff members are assigned to each of the supervision and court investigation units. The data quality analyst performs clerical support to the supervision unit in addition to her other duties. Each unit also has at least one student intern. The office also shares a seven member automation unit with chambers and the Clerk's Office and pays the salary of one of the unit's full-time staff members.

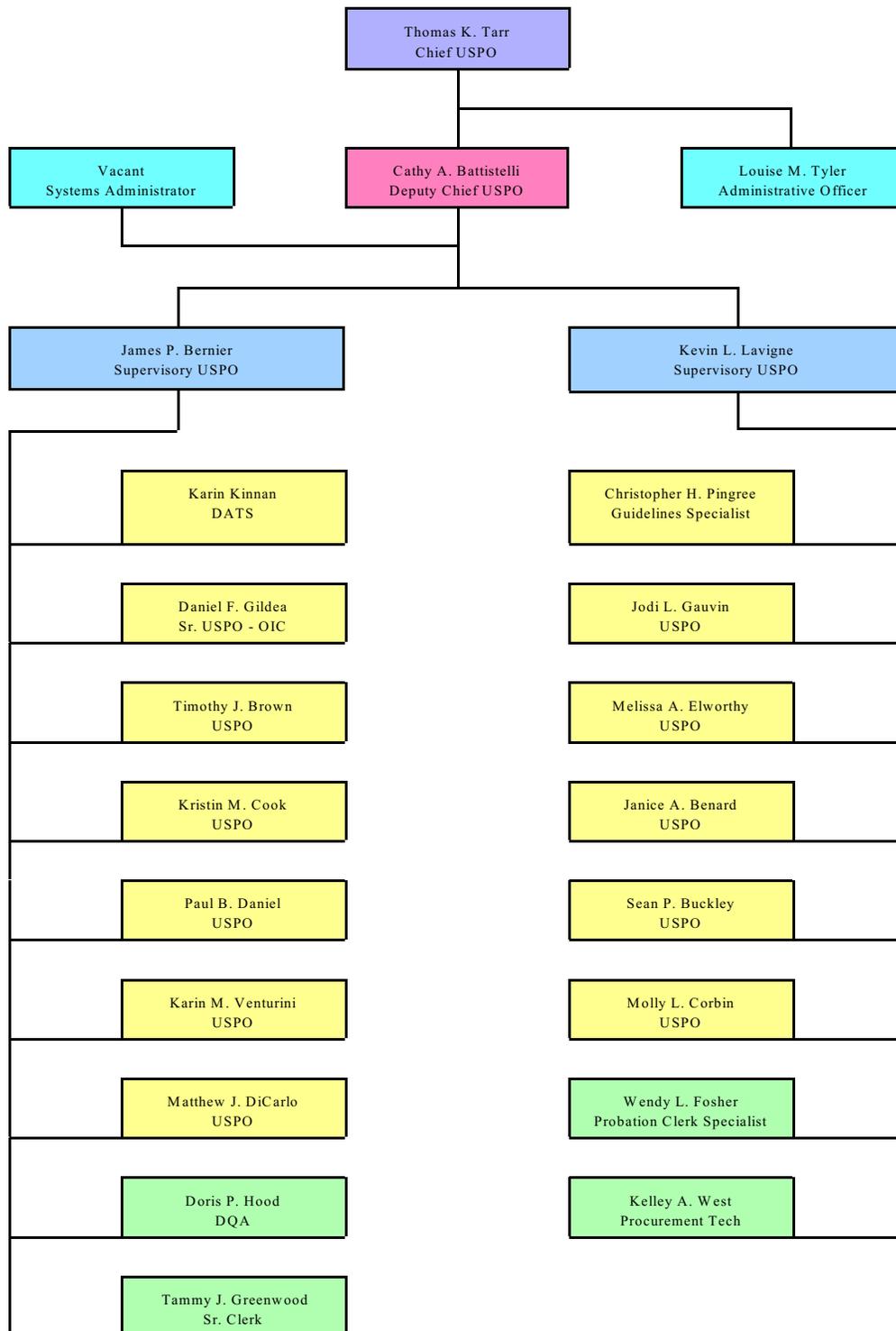
Additionally, a management team consisting of the Chief, Deputy Chief, Administrative Officer, the two unit supervisors, and the Officer-in-Charge exists to address all office management issues, including inter-unit cooperation, resource allocation and planning, intra-office communication, training and automation needs, and other issues having an office-wide impact. The management philosophy is one of continually seeking to improve the quality of our services to the court and

public, and of seeking to become more efficient through modification of processes to accomplish our work.

### **Personnel Changes and Highlights**

John Sideris, a member of the Information Technology team for the District of New Hampshire retired effective July 30, 2010. There were no other personnel changes during Fiscal Year 2010.

# ORGANIZATION CHART



## **Management Team**

The office's Management Team continued to address a number of issues of office-wide impact during the year. Most noteworthy were implementing new initiatives in the supervision unit, assessing the workload impact of the opening of the new federal halfway house in this district, and management of a fluctuating caseload. During times of heavy workload, the current staff must find ways to accomplish the work knowing that the additional staff will only be realized (budget permitting) during the following fiscal year. During Fiscal Year 2010, the Management Team also focused on implementing a new performance evaluation for staff, developed protocols and guidance for expenditures of Second Chance Act funding, presented a training curriculum for the new Magistrate Judges, and raised the level of awareness and provided resources to staff regarding the importance of "wellness."

## **Teleworking Program**

The District of NH has had a Teleworking policy for the past several years which allows staff (primarily employees completing presentence investigations) to perform their official duties and responsibilities in a setting away from the traditional workplace, most often at home, which management finds reasonable and which promotes the mission of the office. The district's experience with such a policy has demonstrated that the benefits of the policy outweighed its costs. During FY 2010, six (out of twenty-three) staff members participated in the District's Telework Program for a total of 57 days. This was an increase from four members in the prior fiscal year.

## **Coordination with Other Court Personnel**

Communication with court personnel and other federal agencies continues to improve consistently as it has done in the past. The office is continually educating all interested parties of our role, duties, and responsibilities and has a positive and productive working relationship with the court, attorneys, and all other federal agencies. U.S. Magistrate Judge James R. Muirhead retired from full service on the federal bench in June 2010. He was appointed Magistrate Judge on September 1, 1995. Landya Boyer McCafferty was appointed as his replacement in the spring of 2010 and Chief Deputy Daniel R. Lynch was appointed to act as a Magistrate Judge in January 2010.

Chief U.S. Probation Officer Thomas K. Tarr and Deputy Chief U.S. Probation Officer Cathy A. Battistelli provided new U.S. Magistrate Judges McCafferty and Lynch with an overview of the U.S. Probation Office's policies and procedures and the role of the probation officer as it pertains to Pretrial Services.

## **COURT INVESTIGATIONS UNIT**

---

---

---

During FY 2010, the Court Investigations Unit continued to evolve as the single source of presentence and pretrial investigations for the Court. This time frame also saw officers hone their investigative techniques, analytical skills, and writing ability to obtain increased proficiency in both of those core job functions.

Similar to FY 2009, the U.S. Attorney's Office and law enforcement maintained its trend of targeting large arrest groups in FY 2010, which was highlighted by a seventeen-defendant sweep in September

2010. In response to the significant number of arrests, two judicial officers were utilized to streamline the appearance process. In order to manage this group as efficiently as possible, the Court Investigations Unit disseminated completed pretrial investigation reports electronically to the Court. This step reduced the amount of “foot traffic” between the office and the courtrooms, and it allowed officers more time to verify defendant information and produce a thorough bail report under increased time constraints. Moreover, an officer was assigned to each courtroom to maintain consistency with the Court during those hearings. The ability to make these procedural changes is a testament to the expanded skill set of the Court Investigations Unit and its ability to work productively and cooperatively with the Court and other collateral agencies.

FY 2010 also saw the introduction of more stringent criteria into the performance evaluation process for members of the Court Investigations Unit. In addition to measuring disclosure rates, a “4-day rule” was implemented to enhance the reviewing of presentence investigation reports, provide proper time for corrections/modifications, and ensure timely disclosure.

In addition to refining the investigation process, a renewed emphasis was placed on conducting collateral contacts with family members and/or significant others in all cases to verify offender characteristics. This initiative served to further enhance the accuracy of the information contained in the presentence report and to establish a point of contact for future release planning.

In terms of training initiatives for the Court Investigations Unit, the Victim Notification System (VNS) and Pretrial Risk Assessment (PTRA) were introduced in FY 2010. Although both automated systems were ultimately used in FY 2011, extensive training and technical support was established in FY 2010.

### **Pretrial Interview Procedure**

The Court Investigations Unit has assigned one officer as a primary bail person with a backup officer to handle all defendants who were arrested or summonsed to appear in Court. As a result of this process, one officer serves as a primary bail officer for approximately six months and the backup officer position will rotate on a bi-weekly basis which ensures that assignment of cases is distributed in an equitable manner across the unit.

If a defendant is released on pretrial supervision, there is a supervision duty officer available to meet with the defendant following the hearing. Continuing the practice initiated under Operation Drug TEST, an officer seeks to obtain a urine sample from the defendant, the results of which are included in the Pretrial Services report. Upon completion of each Pretrial Services interview, verification is performed via a state and local criminal record check with the assistance of New Hampshire State Police as well as a SPOTS motor vehicle check through the New Hampshire Department of Safety. The office runs all criminal record checks through ATLAS and attempts are also made to verify the information on the interview worksheet by contacting the defendant's family members, employer, friends, etc. Officers make every effort to provide the judicial officer with a written bail report at the defendant's initial appearance. In a limited number of cases, this is not always possible and an oral report is offered, with a post-bail report subsequently being submitted.

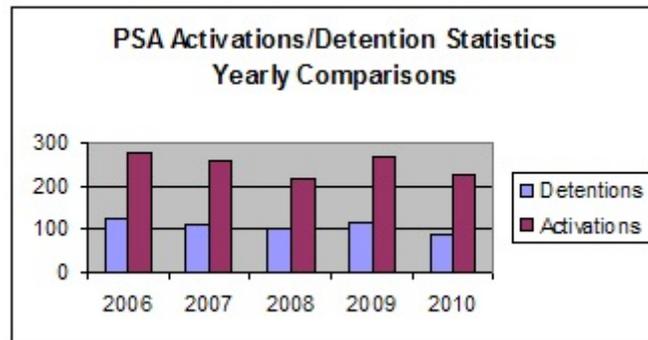
Copies of criminal summonses are provided to the Court Investigations Unit by the Clerk's Office. When the summons is prepared by the U.S. Attorney's Office, a notice is typed on the document instructing the defendant to contact the probation office to arrange for a Pretrial Services interview.

Appointments with the defendant are scheduled two hours prior to the hearing to give the officer ample time to interview the defendant and prepare a written, verified report.

## **PRETRIAL SERVICES TRENDS IN THE DISTRICT OF NEW HAMPSHIRE**

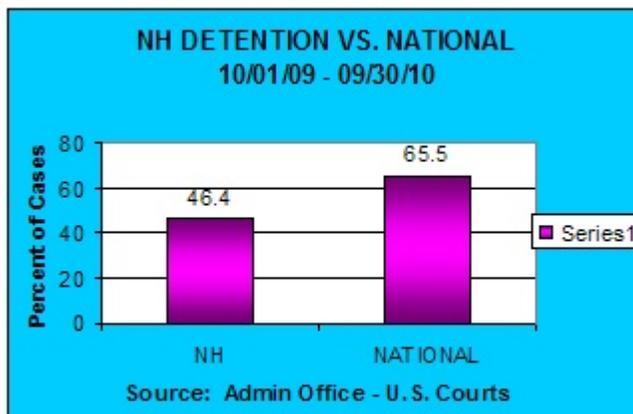
### **Case Activations**

Fiscal year 2010 ended with a total of 228 case activations, a 14.3% decrease over fiscal year 2009. The U.S. Attorney's Office has advised this office that they intend to continue to aggressively prosecute criminal cases, and they again have the goal of increasing criminal filings. The following graph, which also includes detentions, depicts pretrial case activations over the last five fiscal years.



### **Detention Rate**

The District's detention rate for the year ending September 30, 2010 was 46.4% which is a decrease from the 2009 rate of 48.5%. The District's 2010 rate continues to be significantly lower than the national rate of 65.5% for the same time period. This office continues to keep the Court informed of alternatives to detention, such as location monitoring and home detention, and submits such recommendations when appropriate. The District of New Hampshire's detention rate continues to be well below the national rate as depicted in the following chart.

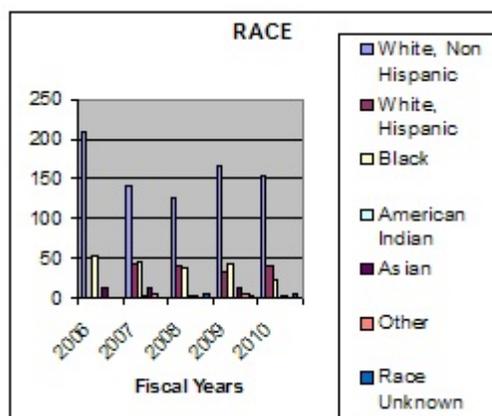


## Profile of Pretrial Defendants

As can be seen in the following demographics, the most common demographics for a pretrial defendant in the District of New Hampshire is that of a white, non-Hispanic single male, between the ages of 26 to 30 and is charged with a drug offense. In addition, there was an even split between individuals without a high school degree or GED (51) and those with a high school degree or GED (51). This profile differs from the average defendant in FY 2009 who was younger (between the ages of 18 and 25) and who did not have a high school diploma or GED.

### Race

In reviewing the 228 case activations in the District of NH, 155 (67.98%) were White Non-Hispanic, 41 (17.98%) were White Hispanic, 25 (10.96%) were Black, 3 (1.32%) were Asian, and 4 (1.75%) individuals' race was unknown. 190 (83.33%) were US citizens, 18 (7.89%) were Illegal Aliens, and 20 (8.77%) individuals' status was unknown.



### Sex and Age Range

No juveniles were prosecuted in this District. Thirty-three (14.47%) of the pretrial defendants were males between the ages of 18-25 while 15 (6.58%) in that age group were females; 34 (14.91%) were males between ages 26-30 while 14 (6.14%) were females; 27 (11.84%) were males between the ages of 31-35 while 4 (1.75%) were females; 33 (14.47%) were males between the ages of 36-40 while 3 (1.31%) were females; 14 (6.14%) defendants were males between the ages of 41-45 while 2 (.88%) were females; and, 14 (6.14%) were males between the ages 46-50 while 4 (1.75%) were females. Finally, 25 (10.96%) were males over age 50, while 4 (1.75%) were females in that age group. It is noted that there were two male defendants whose age was unknown.

### Marital Status

There were 38 (16.67%) defendants who were married; 80 (35.09%) were single, 28 (12.28%) were cohabiting, 27 (11.84%) were divorced, 7 (3.07%) were separated, 3 (1.32%) were widowed, and 45 (19.74%) marital status was unknown.

## **Education**

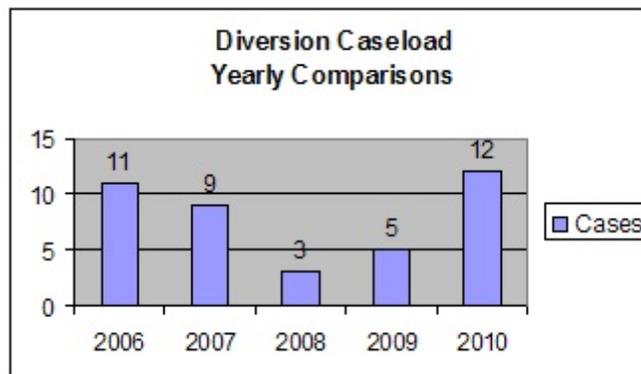
Regarding education, 51 (22.37%) had no High School Diploma or GED, 51 (22.37%) had graduated from High School, 27 (11.84%) had a G.E.D., 0 (0.00%) attended Vocational Training, 2 (.88%) had an Associate Degree, 15 (6.58%) had a Bachelor Degree, 5 (2.19%) had a Master's Degree, 2 (.88%) had a Doctorate Degree, and 75 (32.89%) individuals educational status was unknown.

## **Charged Offenses**

The vast majority of pretrial defendants were charged with drug offenses (93 defendants or 40.79%). Forty-six individuals (20.18%) were charged with a property offense; 29 (12.72%) were charged with firearms/weapons offenses; 26 (11.40%) were charged with violent offenses; 17 (7.46%) were charged with immigration offenses; 10 (4.39%) were charged with sex offenses; 6 (2.63%) were charged with public order offenses; and, 1 (.44%) was charged with escape/obstruction.

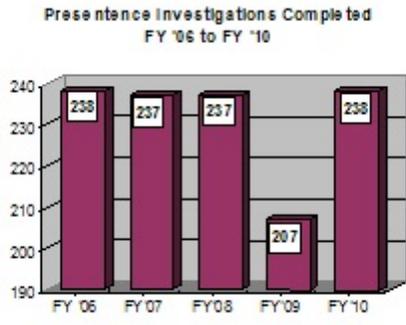
## **PRETRIAL DIVERSION**

Pretrial Diversion cases are initiated by the United States Attorney via a request for investigation submitted in letter form to the U.S. Probation Office. The U.S. Probation Officer/student intern then begins the diversion investigation which results in a written report and recommendation to the United States Attorney. If approved by all parties, an agreement is signed and supervision is provided by the U.S. Probation Office. In general, cases range from theft of government property to Social Security fraud, however, this does not exclude additional agency referrals. In fiscal year 2010, the diversion program saw a significant increase in activated cases from the previous year (from five to twelve).



## **PRESENTENCE INVESTIGATIONS and SENTENCING ISSUES**

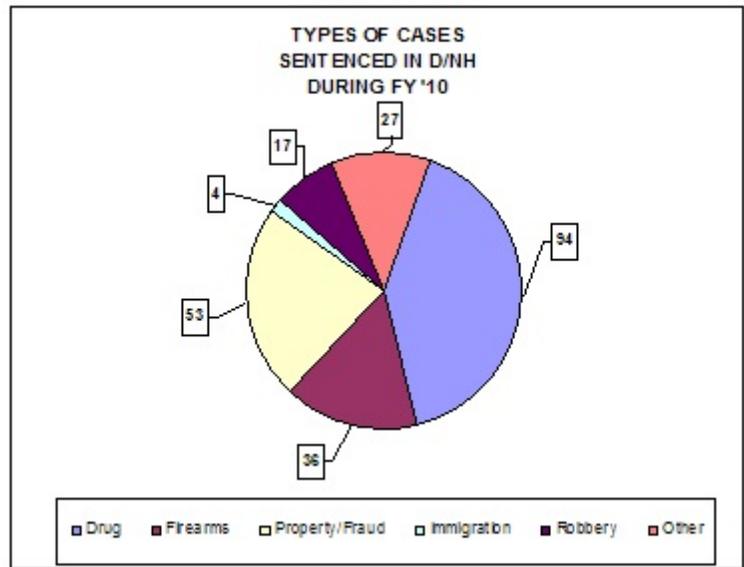
A total of 238 presentence investigation reports were completed during FY 2010; a 13 percent increase from the number of reports completed in FY 2009. As shown in the following chart, the number of investigations completed rebounded from a dip the previous year after three years of marked consistency.



The Court sentenced 231 defendants during the fiscal year as opposed to the 205 defendants sentenced in FY '09. A review of the sentences imposed reflects that 205 defendants were sentenced to prison. Of those defendants, 19 were sentenced to up to 12 months imprisonment; 46 were ordered to serve between 13 and 24 months imprisonment; 24 were ordered to serve between 25 and 36 months imprisonment; 41 were ordered to serve between 37 and 60 months imprisonment; and 59 were ordered to serve more than 60 months imprisonment. Only 25 defendants received a probationary sentence. Of that number, 12 defendants received a probation-only sentence while 13 defendants received a sentence of probation with some type of confinement.

Of note, the most significant increases in the length of sentence received by defendants in this Court compared to FY '09 occurred within the 37-to-60-month range and the greater-than-60-month range. Specifically, there was a 36 percent increase in the number of sentences ordered between 37 and 60 months; and a 53 percent increase for the number of sentences ordered that were greater than 60 months. Lastly, the average sentence received by a defendant in this District was 62.8 months.

The vast majority of the cases sentenced in this District remain drug cases at 41 percent (94 cases). Property/fraud offenses were the second highest category at 23 percent (53 cases). Firearm offenses accounted for 15 percent of the cases (36 cases), while robbery cases (7 percent or 17 cases) and immigration cases (1 percent or 4 cases) rounded out the list.



Guilty pleas accounted for 96.1 percent of the cases sentenced during FY '10 compared to the national average of 96.8 percent and the First Circuit average of 94.2 percent. In the District of New Hampshire, 3.9 percent of the defendants proceeded to trial as compared to the national average of 3.2 percent and the First Circuit average of 5.8 percent. Moreover, male defendants accounted for 81.7 percent of the total number of defendants sentenced in this district.

	<b>Plea</b>	<b>Trial</b>	<b>Total Cases</b>
<b>NH</b>	222 (96.1%)	9 (3.9%)	231
<b>National Average</b>	81,217 (96.8%)	2,724 (3.2%)	83,941
<b>1st Circuit</b>	1,780 (94.2%)	109 (5.8%)	1,889

Despite the Supreme Court rulings in the *Booker/Fanfan* cases, 42.4 percent of all cases in the District of New Hampshire were sentenced within the advisory guideline range. This figure has remained relatively unchanged over the last few years. On the national level, 55 percent of all cases were sentenced within the range while 54.7 percent of all First Circuit cases were sentenced with the range. In the District of New Hampshire, there was one case (0.4 percent) sentenced by way of an upward departure and five cases (2.2 percent) sentenced above the range based on *Booker/3553* factors.

#### SENTENCES ABOVE THE ADVISORY GUIDELINE RANGE

	<b>Upward Departure with Booker/ 18 U.S.C. § 3553</b>	<b>Sentences Imposed Above Guideline Range with Booker/ 18 U.S.C. § 3553</b>	<b>All Remaining Cases Sentenced Above Guideline Range</b>	<b>Upward Departures from Guideline Range</b>
<b>NH</b>	--	5 (2.2%)	--	1 (.4%)
<b>National Average</b>	119 (.1%)	916 (1.1%)	127 (.2%)	350 (.4%)
<b>1st Circuit</b>	1 (.1%)	17 (.9%)	7 (.4%)	5 (.3%)

Downward departure pursuant to USSG §5K1.1 still represent the largest percentage of cases sentenced below the range in this District (26.4 percent) as compared to the national average of 11.5 percent and the First Circuit average of 13.5 percent.

## GOVERNMENT SPONSORED DOWNWARD DEPARTURES

	<b>5K1</b>	<b>5K3.1</b>	<b>Other</b>
<b>NH</b>	61 (26.4%)	--	22 (9.5%)
<b>National Average</b>	9,421 (11.5%)	8,119 (9.9%)	3,214 (3.9%)
<b>1st Circuit</b>	254 (13.5%)	31 (1.7%)	131 (7.0%)

In addition, .9 percent of the cases involved downward departures for other reasons; 15.6 percent of the cases involving a sentence below the advisory guideline range for *Booker*/3553 factors; and .9 percent for other reasons below the guideline range. The chart below outlines the guideline sentencing issues for this District, the First Circuit, and the nation.

## SENTENCES BELOW THE ADVISORY GUIDELINE RANGE

	<b>Downward Departure</b>	<b>Downward Departure with Booker/ 18 U.S.C. § 3553</b>	<b>Below Guideline Range with Booker/ 18 U.S.C. § 3553</b>	<b>All Remaining Cases Below Guideline Range</b>
<b>NH</b>	2 (.9%)	4 (1.7%)	36 (15.6%)	2 (.9%)
<b>National Average</b>	1,687 (2.1%)	865 (1.1%)	11,116 (13.6%)	897 (1.1%)
<b>1st Circuit</b>	30 (1.6%)	21 (1.1%)	338 (18.0%)	16 (.9%)

## DIGITAL PEN PROJECT

With the assistance of the U.S. Pretrial Services Office from the Western District of Texas, the District explored the implementation of utilizing a digital pen in the preparation of bail reports in an attempt to save officer/clerk data entry time into PACTS. Two officers were selected to pilot the program and received training in this area through long distance webex sessions conducted by the Western District of Texas. Actual implementation of the project will occur in FY 2011.

## PILOT DRUG COURT– LASER DOCKET

The Law-Abiding, Sober, Employed, and Responsible (LASER) Docket development committee consisting of members from the US Probation Office, Federal Defender's Office, US Attorney's Office, CJA panel members, and US District Judge Joseph Laplante met on a monthly basis, visited neighboring federal drug court programs, and attended training by the National Drug Court Institute in pre-planning efforts during 2009 and 2010. The group determined participant eligibility criteria, LASER Docket structure and expectations, the referral process, and the role of various team members. In addition, team members conducted training for CJA panel attorneys and worked with

members of the Clerk's Office to draft administrative orders/procedures. The primary goal is that upon completion of the LASER Docket, society will have a law-abiding, sober, employed individual engaging in pro-social behaviors with stable housing, addressing their financial and family responsibilities. In addition, the LASER Docket hopes to reduce detention rates through the use of a multi-dimensional approach to pretrial supervision including substance abuse treatment; control the danger presented to the community through the use of intensive supervision techniques; ensure the appearance of defendants for court obligations through the use of substance abuse treatment and increased supervision; provide a cooperative environment among the team members to increase efficiency of the supervision process for addicted defendants/offenders; and, provide defendants/offenders with increased opportunities to improve their life situations.

Pretrial participants enter the LASER Docket at the discretion of the United States Attorneys' Office, while post-conviction participants may enter the LASER Docket upon the recommendation of the U.S. Probation Office after other interventions and strategies of managing non-compliance have been exhausted by the probation officer. All participants are required to acknowledge the Contract for Participation and abide by the contract's terms. Successful participants will be involved in the program for a minimum of one year. During this time frame, participants engage in varying levels and modalities of treatment to address substance abuse problems. The LASER Docket also involves regularly scheduled court appearances by the participants which allows the team to assess the progress made by the participants. The LASER Docket team includes the LASER Docket judge, the AUSA, the supervising probation officer and the Deputy Chief U.S. Probation Officer, the defense attorney assigned to the defendant, and a substance abuse treatment provider.

Potential participants are identified by the Court, the U.S. Attorneys' Office, the U.S. Probation Office, the Federal Defender's Office, and/or any defense attorney representing a defendant/offender. Participants must have a documented history of substance abuse which may be corroborated through previous attempts at treatment with relapse and/or previous criminal convictions that were motivated by substance abuse; currently have a substance abuse problem; and meet criteria for dependence as diagnosed by a licensed drug and alcohol treatment provider. The Deputy Chief Probation Officer screens potential applicants and prepares a referral report to the LASER Docket team if the applicant meets all of the eligibility criteria established by the LASER Docket requirements. Once an applicant has been accepted into the program, the probation officer assigned to the LASER Docket is responsible for conducting personal contacts with the defendant at home and/or work and completing a weekly status report used by the LASER Docket team members to discuss the participant's progress at team meetings.

The first LASER Docket court session was held on July 12, 2010 and involved three participants. During FY 2010, three other pretrial defendants joined the program and a post-conviction referral process was planned to begin at the end of the year. Program violations have ranged from drug use, lying to the probation officer, and committing a new crime. Sanctions have been imposed in each instance including verbal reprimands, remaining in a phase, curfews, completing a functional analysis, sitting in the USM lockup for a day, attending a violation hearing, and one person was terminated from the program.

There were thirty-one pretrial referrals made during the fiscal year. Six were accepted and two were referred during the fiscal year but did not start until 2011. Two individuals were denied because their sentence exceeded the five year "cap," one defendant had charges dismissed, two received the "traditional" pretrial diversion program, one defendant pled guilty to a misdemeanor, three defendants

did not have transportation, two defendants did not have a substance abuse problem, two defendants declined the program, one resided in another state, two defendants were violated and subsequently detained prior to the referral being completed, one defendant was ineligible because of firearm possession during the offense, and six defendants were not approved for entry by the government.

## **SUPERVISION UNIT**

### **PRETRIAL SUPERVISION**

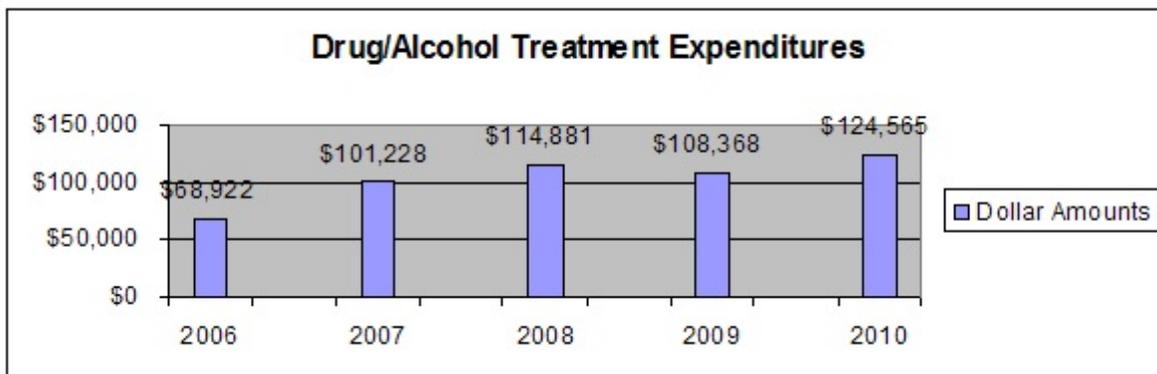
As shown in the following chart, the majority of pretrial case activations included conditions for drug testing and treatment and a small number of cases involved mental health treatment.

**Pretrial Services Defendants With Conditions Of Release (Table H-8) For 12-Month Period Ending: 2010/09/30**

Circuit	District Name	Defendants Released	Defendants Received For Pretrial Services Supervision	Third Party Custody	Testing Only	Treatment And Testing	Home Confinement	Mental Health	Other
1	Maine	106	92	5	7	63	17	39	88
	Massachusetts	313	293	15	77	55	52	39	280
	New Hampshire	102	75	4	14	48	6	27	73
	Puerto Rico	454	456	19	138	132	91	109	439
	Rhode Island	85	80	7	32	22	31	25	78
<b>1</b>	<b>Total</b>	<b>1060</b>	<b>996</b>	<b>50</b>	<b>268</b>	<b>320</b>	<b>197</b>	<b>239</b>	<b>958</b>

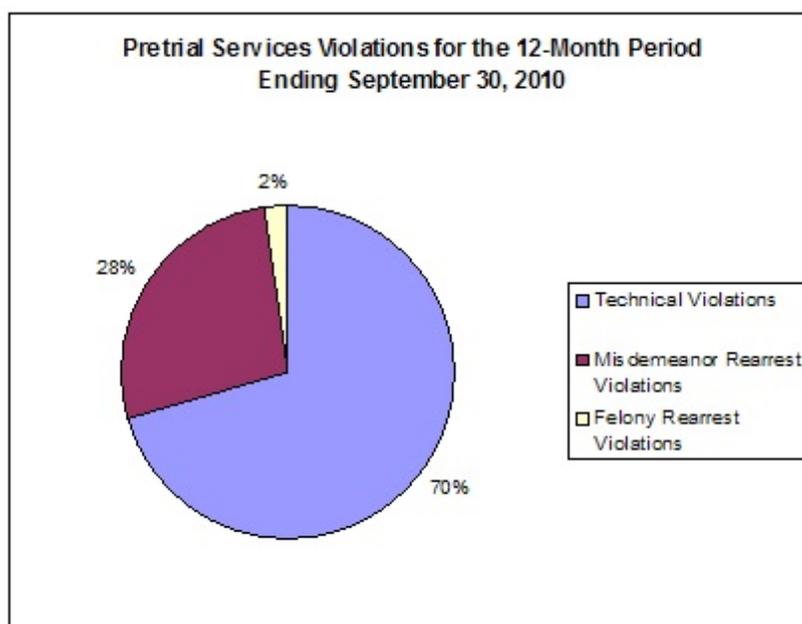
### **Drug/Alcohol Treatment Expenditures**

Costs for drug and alcohol treatment for pretrial defendants in FY 2010 was \$154,949; the District was able to receive defendant co-payments totaling \$30,384, resulting in a total cost of services to the District of \$124,565. It should be noted that the office also had total costs of \$9,026 in mental health treatment, which is an increase from FY 2009. Such expenditures for the last five fiscal years are rendered in the following graph.



### Pretrial Services Violations

During this past fiscal year, there were forty-seven instances of non-compliance resulting in forty-one pretrial violation reports being filed with the court. As shown in the following chart, the vast majority of the violations were technical in nature, specifically refrain from drug use.



## **POST-CONVICTION SUPERVISION SERVICES**

### Caseload

During FY 2010, the post-conviction caseload reached an all-time high of 338 cases, which represents an increase of approximately 15% from the previous year. There were 20 early terminations of supervised release granted by the Court during FY 2010. Supervision officers continued to aggressively manage caseloads by identifying low risk cases that might meet criteria for early termination and other cases that would be appropriate for a “step-down” to low risk status. Additionally, and in accordance with the issue-driven supervision model set forth in *Monograph 109*,

officers continued to implement supervision strategies that were appropriately matched with the offender’s risks, needs and strengths so that effective supervision that is individualized, proportional, and purposeful was provided. Officers are fully engaged in the “working smart” concept and applying the majority of officer time and resources to the higher risk cases that need them most (i.e., offenders who have RPI scores of 3 or higher, and those with targeted risk/need factors or specific third party risk issues not considered by the RPI). Conversely, offenders with RPI scores of 0 to 2 who do not present targeted risk factors are viewed as low risk and requiring limited and/or reduced supervision strategies.

In terms of the types of post-conviction supervision cases, the percentage of offenders on supervised release was 88.8%, probation 10.7%, and other types of supervision (i.e., parole, special parole, mandatory release, military parole, and Bureau of Prisons cases) .6%. The current increase continues the trend we began to see, and which was reported, during the past four years. Drug offenses represented 56% of the total caseload, which is up significantly from 47% the previous year, followed by property offenses<sup>1</sup> at 19%, down from 20% during FY 2009. Firearm offenses were next at 12%, which is down slightly from 14% the previous year. Sex offenses decreased to 4% from the previous year of 5%.

The table below provides the breakdown by types of criminal offenses for the cases on supervision at the end of the fiscal year.

Violence	23	Drugs	188	Firearms/Weapons	42
Sex Offenses	15	Property	63	Public Order	3
Immigration	1	Escape/Obstruction	3	Other	0

There was a shift during the past year toward implementing a team approach to the utilization of the Internet Probation and Parole Control (IPPC) program which provides the office with the ability to effectively monitor and control the computer and internet use of sex offenders. USPO Karin Hess had previously served as the point-of-contact with the agency and provided on-going training in the program enrollment process, installation of the monitoring system on the offender’s computer, and interpretation of activity reports. USPO Kristin Cook and USPO Matt DiCarlo agreed to assume increased responsibility for on-going training and oversight of the program and have made the IPPC program a shared responsibility within the supervision unit. In order to enhance the ability to effectively supervise this expanding offender population, USPO Cook and USPO DiCarlo attended “Meeting the Challenge: Supervising the Cyber Criminal in the 21st Century,” April 6 - 7, 2010, in Malvern, PA. This training provided an overview of computer and cyber crime, sex offenders and the Internet, accessing and assessing digital evidence, how people offend, legal issues, and supervision issues.

In response to a consistent increase in the number of sex offender specific cases releasing from custody during the past several months, and to more effectively manage this expanding offender population, the management team made the decision to send two supervision officers to advanced location monitoring (LM) training (with a focus on Global Positioning System [GPS] capability) during FY 2010. USPO Kristin Cook and USPO Matt DiCarlo attended the National Location Monitoring

---

<sup>1</sup>Property Offenses include: Burglary, Larceny, Embezzlement, Fraud, Auto Theft, Forgery and Counterfeiting.

Conference, Miami, FL, July 27 - 30, 2010, to focus on assessing the District's philosophy and approach to location monitoring and move toward compliance with the national policy. The training provided recommendations on the education of Judges and other key stakeholders through development of informational "cheat" sheets outlining capabilities/limitations of the various technologies; reviewed criteria for participation in a location monitoring program with a view toward re-writing local policy. USPO Cook has assumed the lead role in developing policy/procedure and training for other officers with assistance from USPO DiCarlo.

### **Supervision Outcomes**

Reliable national and district data are now available for determining post-conviction supervision outcomes. A "successful completion" outcome is currently defined as those cases whose original term of supervision expired on their full term date, were terminated via an early termination or completed their term after an extension. Correspondingly, an "unsuccessful" completion was a case whose term of supervision was closed due to revocation.<sup>2</sup> In the District of New Hampshire, 131 cases were closed during FY 2010. Thirty of those cases were closed due to revocation. Therefore, the District of New Hampshire experienced a successful termination rate of 77.1% which is slightly higher than the national rate of 70.7%.

That being said, this represented a decrease in the number of revocations in the district during FY 2010 (30 as opposed to 35 during FY 2009). However, it is noted that 159 violation reports were submitted to the Court during this past fiscal year. There were 54 No Action Petitions (PF 12A) which recommended continued supervision and specific interventions that included both controlling strategies to hold the offender accountable for their actions and correctional strategies that provided assistance to the offender for the opportunity to succeed; 33 Voluntary Modifications (PF 12B) whereby the offender waived his or her right to a hearing and representation by counsel and agreed to specific modifications of the conditions of supervision (typically community-based interventions) designed to address moderate severity violations and acute offender needs; 1 Modification Request without the offender's consent (PF 12D); and, 71 Requests for Summons or Warrant (PF 12C) which addressed high severity violations and those that required revocation by statute, involved substantial risk to the public, or represented repeated noncompliance after less intrusive community-based interventions had failed. Therefore, it is clear that the majority of increased violation activity was addressed through intermediate community-based interventions as opposed to violation proceedings. Of those 30 revocations, 13 were technical in nature (43.3%) while 11 were considered "major violations" (36.7%) and 6 minor violations (20 %).

18 U.S.C. §§ 3564(c) and 3583(e)(1) permit the court to terminate terms of probation in misdemeanor cases at any time and terms of supervised release or probation in felony cases at the expiration of one year of supervision if satisfied that such action warranted by the conduct of an offender and is in the interest of justice. The probation officers for the District of New Hampshire assess whether an offender meets the qualifications for such consideration consistent with the philosophies of the Monograph 109. In FY 2010, twenty offenders in this district received an early termination of supervision, or approximately 15.3% of the total cases closed for the year.

---

<sup>2</sup>Cases who were closed due to transfer out of district, became deceased, or whose closing code was "other" were not used in the calculation.

## Treatment Services Expenditures

Treatment services continued to be the District's second highest expense. As reported in FY 2009, the District's expenses in this area were again on the rise. Even with the concerted efforts supervision unit officers made in collecting co-payments from offenders, this cost factor rose significantly in FY 2010. The following table reflects the breakdown by category of the various treatment services carried out by the office:

<b>TREATMENT SERVICES</b>				
	<b>2007</b>	<b>2008</b>	<b>2009</b>	<b>2010</b>
Drug Aftercare	\$187,281.00	\$204,522.00	\$227,642.00	\$230,137.00
Pretrial Services	\$122,336.00	\$122,507.00	\$113,719.00	\$142,010.00
Electronic Monitoring	\$5,153.00	\$5,564.00	\$12,998.00	\$13,898.00
Mental Health	\$31,183.00	\$16,333.00	\$30,307.00	\$13,133.00
Sex Offender Tx			\$17,315.00	\$20,866.00
<b>TOTALS</b>	<b>\$345,953.00</b>	<b>\$348,926.00</b>	<b>\$401,981.00</b>	<b>\$420,044.00</b>

## Fines and Restitution Collection

During the past fiscal year, there were 60 restitution cases with eight of those cases paying on their special assessment first. The amount of restitution collected during FY 2010, \$114,090.46, was almost \$30,000 more than the previous year (\$84,991.29). In addition, the number of cases making payments increased to 87% (45 out of 52 cases made regular payments compared to 84% the previous fiscal year). Nine cases had a fine payment obligation with two cases paying on a special assessment and/or restitution first. Fine payments totaled \$22,226.35. This was a marginal decrease over the previous year's total of \$26,746. The percentage of fine cases making regular payments decreased by a small margin from 92% to 86%. Collection of the special assessment remained challenging this past fiscal year; however, some progress was made with an increase in the percentage of special assessment cases making regular payment from 60% to 74%. Special assessment payments totaled \$11,029.36. The largest portion of these collections, as the chart below will show, continue to come from the collection of outstanding restitution. The Supervision Unit's ongoing goal that a minimum of 90% of those on supervision with an outstanding financial debt will make a monthly payment towards their court ordered debt greatly contributes to the success that the district has had in this area. Over this past fiscal year, we came closer to that goal than we have in recent years. In FY 2010, we attained 79% as compared to FY 2009 when we reached 70% and in FY 2008 when we reached 60%. To assist in the achievement of this goal, offenders are required to have a payment schedule in place that has been approved by the Court. These payment schedules provide officers with an identifiable collection goal. In addition, officers continuously review these payment schedules to insure they are collecting the maximum amount possible. Furthermore, the unit continues to monitor each offender's financial situation so that any windfall profits may be secured on behalf of the victim, in the case of restitution, or the Court, in the event of a fine.

**Collection Percentage Paid**

	<b>FY 2009</b>	<b>FY 2010</b>	<b>Difference</b>
<b>S/A</b> (total cases/paid)	92 cases/55 paid = 60%	101 cases/75 paid = 74%	+ 14%
<b>Fines</b> (total cases/paid)	13 cases/12 paid = 92%	7 cases/6 paid = 86%	- 6%
<b>Restitution</b> (total cases/paid)	50 cases/42 paid = 84%	52 cases/45 paid = 87%	+ 3%
Total cases	155 cases/109 paid = 70%	160 cases/126 paid = 79%	+ 9%

**Collection Amount Totals**

	<b>S/A</b>	<b>FINE</b>	<b>REST</b>	<b>TOTALS</b>
<b>FY 2009</b>	\$11,918.80	\$26,764.00	\$84,991.29	\$123,674.09
<b>FY 2010</b>	\$11,029.36	\$22,226.35	\$114,090.46	\$147,346.17
<b>Difference</b>	<\$889.44>	<\$4,537.65>	<b>\$29,099.17</b>	<b>\$23,672.08</b>

**STARR INITIATIVE**

As noted in the 2009 Annual Report, during May 2009, the District participated in a week long Research to Results (R2R) Conference that was hosted by the Eastern District of Michigan. The District was introduced to an evidence based practice research project titled Strategic Techniques Aimed at Reducing Re-arrest (STARR) implemented by the Office of Probation and Pretrial Services (OPPS). The training discussed the National Risk/Needs Tool, case planning process, implementation of the STARR model, and utilization of STARR skill cards that provide a “how to” guide on cognitive restructuring, problem solving, role clarification, effective reinforcement, effective disapproval, effective use of authority and relationships. Essentially, officers were encouraged to consider a new approach on how to interact with offenders/defendants by utilizing cognitive behavioral therapy (CBT) techniques. Participating officers were designated as the experimental group and given instructions on how to further implement the research project. Officers not attending were designated as the control group. All officers subsequently recruited 10 offenders/defendants meeting specific criteria and audio taped interactions at determined intervals over the course of the next six months. Tapes were sent to OPPS to measure and determine whether officers who are trained in the STARR model use these skills more often than a non-trained control group; and, to what degree do these skills translate to enhanced outcomes for both pretrial services and post-conviction supervision. Thereafter, the experimental group practiced the various skills sets through monthly booster sessions provided by OPPS. As a follow-up to the training in Detroit, in July 2009, the District participated in one day Cognitive Behavioral Therapy Exposure and Skills Training which provided an overview of the cognitive behavioral therapy (CBT) model. Specific techniques were taught through role playing and functional analysis worksheets with a focus on positive/negative consequences surrounding defendant/offender behavior. In September 2009, the supervision unit participated in a four week Cognitive Behavioral Therapy (CBT) online course through Brown University Distance Learning Program, Center for Alcohol and Addiction Studies.

During FY 2010, the supervision unit continued to move forward with incorporating the STARR and CBT models into the supervision process. Through in-house training and noncompliance meetings, officers focused on building the “alliance” with offenders and entering into partnerships where they teach/model problem solving and coping skills. Officers routinely forge professional and productive relationships by gaining the offender’s trust through the skills building process, and there were clear indications of shift in the way we communicate with offenders. Officers teach replacement thoughts to promote positive thinking and challenge violation conduct through the “cost/benefit analysis.” The officers have gained an understanding that we must work with offenders to challenge the offenders belief systems and help them develop improved problem solving and coping skills so that they gain an increased confidence in their ability to make better decisions, solve their own problems, resolve conflict, and take control of their lives. More importantly, officers now recognize the positive impact of teaching offenders how to cope with stress and solve their own problems as opposed to doing this for them so that offenders are able to sustain a productive and law-abiding lifestyle during the term of supervision and beyond.

### **ATLAS - Supervised Release File**

In late February 2007, the decision was made to move away from the S.P.O.T.S. (State Police On-Line Telecommunications System) equipment, which was rented from the N.H. State Police to access information from NCIC and NLETS, and pursue the web-based application, ATLAS (Access to LAW enforcement Systems), which was developed by the Office of Probation and Pretrial Services division of the Administrative Office of the Courts. By July 2008, ATLAS became the primary access tool to NCIC and NLETS records.

In FY 2009, a decision was made to begin utilizing the Supervised Release File (SRF) in ATLAS and training was provided to staff to assist in the implementation which began in the District of New Hampshire on November 14, 2009, when two supervision officers’ caseloads were added to the SRF. By May 2010, all active supervision cases had been added to SRF. Also in May 2010, all cases that were being supervised on an inactive basis due to deportation issues were also added to SRF and, as a result, we saw a significant spike in the amount of total SRF hits.

From November 14, 2009 through September 2010, a total of 12,158 hits had been reviewed by the two supervision clerks. Out of those 12,158 hits, 2,505 were valid hits on active (or deported) cases, and were forwarded to the appropriate supervision officers.

Contact between supervision officers and other law enforcement agencies has significantly increased as a result of the SRF. Efforts were made to educate law enforcement agencies about the office’s implementation of SRF. In November 2009, Chief U.S. Probation Officer Thomas Tarr, Supervising U.S. Probation Officer Jim Bernier and Probation Clerk Specialist Tammy Greenwood gave an overview of the SRF at the annual meeting of Terminal Agency Coordinators in New Hampshire and at a quarterly Belknap County Chiefs meeting. As a result of these efforts, there have been many instances when law enforcement agencies have reached out to the supervising probation officer to provide a “heads up” on drug activity, domestic matters, and other noncompliance issues.

## **Law Enforcement Notification System (LENS)**

The Law Enforcement Notification System (LENS) is a web-based system that was developed by the AO to support the Violent Crime Control Act (VCCA) and Law Enforcement Agencies (LEA) Act of 1994. The LENS system is designed to automatically receive the VCCA data records from the PACTS system whenever there is a new offender, an address change for an existing offender, a case is closed, or a case is transferred from one district to another. The goals of the LENS system are to ensure nationwide adoption of a new VCCA communications methodology that reduces the present high internal costs in labor, photocopying, and postage; to reduce the lag time between the offender's status change and the notifications being sent to the law enforcement agencies; to make the VCCA offender information quickly and consistently available to law enforcement agencies, thus, better ensuring the safety of the community; and, to provide agencies the notification in a format that is more accessible to them.

Based on the VCCA data received, the system will notify LEAs, provide the offender information within their jurisdiction, and allow the LEAs to search other offenders in neighboring jurisdictions or nationwide. This system was developed under the guidelines outlined in the "The Law Enforcement Officer Notification initiative which supports the judiciary's Long Range Plan for Information Technology" in the Federal Judiciary FY 2006.

In FY 2010, the District of New Hampshire was selected as one of three districts to pilot the LENS system. An implementation plan was developed in the District and a letter explaining the new LENS system, along with a LEA Contact Information Sheet and a Business Reply Envelope, will be sent to the over 230 police departments, sheriff's offices, state police and Attorney General's office in the District during the next fiscal year. In addition, brief informational training sessions will be set up with the larger police departments (Manchester and Nashua) and with the Attorney Generals office to assist them in the transition to the new LENS system.

## **Student Internship Program**

The supervision unit has established ties with local colleges and universities that enable us to effectively screen and engage highly motivated and exceptional students in a structured internship program. The goal of the program is to provide the intern the opportunity to enhance and broaden their education with practical experience in the field of criminal justice through participation in current and/or planned U.S. Probation specific projects. Masters level candidates are required to commit to a year-long internship that serves to satisfy their culminating project requirement at the university/college and provide the office with non-compensated assistance in furthering management goals and initiatives. Undergraduate and two-year program students are also eligible for internship opportunities and are directed toward one-semester projects that are typically achievable within a four month commitment. The internship program is viewed as a "win-win" partnership with the student, university/college, community, and potential employers within the federal, state and local law enforcement network. During FY 2010, the office had two interns who made the following contributions to the supervision process:

Daniel Larkin, University of New Hampshire, Justice Studies Master's Program, committed to a year-long internship project that assessed low activity/intensity supervision programs being utilized nationally within the U.S. Probation system. He assisted the District of New Hampshire in formalizing policy and procedure for a local program based on specific needs of this District. Dan also helped

provide oversight of 30 low risk/low intensity cases, to include making personal contact with offenders relative to timely submission of monthly supervision reports and supporting documentation for financial/community services obligations, documenting all contact activities in PACTS, electronic file organization and maintenance, report writing, and other administrative responsibilities. Dan also gained valuable experience in the field by occasionally accompanying officers during community contacts with low intensity and diversion cases.

Adam Lantiegne, Associate's Degree Program in Criminal Justice, N.H. Technical Institute, Concord, NH, initially committed to a one semester internship to assist with general oversight of the low risk/intensity caseload and perform other tasks and duties as assigned. Adam assisted with urine collection, follow up with SRF hits, and other case supervision related activities. He ended up committing to a second semester and provided cross training and mentoring for incoming interns.

### **HAMPSHIRE HOUSE**

The Bureau of Prisons contracts with residential re-entry centers to provide assistance to inmates who are nearing release. Hampshire House, under the direction of its parent non-profit agency Community Resources for Justice, opened its doors on April 1, 2009. Hampshire House has a bed capacity for six females and twenty-four males. This district has been a key partner with Hampshire House and officers attend weekly program review team (PRT) meetings at the facility. The USPO representative meets new residents and assists with release planning which has resulted in streamlining the transition to supervised release and less adjustment issues for the offender once they complete their time at Hampshire House and re-enter society. There were 87 arrivals at Hampshire House between October 1, 2009 and September 30, 2010; of that amount there were only 17 individuals terminated before completing the program. Hampshire House administered over 1300 drug tests during the fiscal year and 98.80% of the tests were negative for drugs. There were 68 individuals (93%) who completed the program with a full discharge plan and 51 offenders (70%) completed the program with a job. In addition, 68 individuals had permanent housing and 2 were accepted into transitional housing/residential program at the time of completion resulting in 96% of the offenders at Hampshire House completing the program with housing. During the Bureau of Prisons annual monitoring visit in June 2010, Hampshire House received a "No Deficiency" outcome which is a rare review to receive. Hampshire House is expected to be awarded accreditation in January 2011.

## **INFORMATION TECHNOLOGY**

---

---

### **Department of Information Technology**

Frank Clough became the Director of Department of Information Technology (IT) for the U.S. District Court Clerk's Office in FY 2010 and has continued to work closely with the probation office in the area of technology improvement.

The District of New Hampshire began scanning/uploading documents in every new case and hopes that within the next two years, we will be a paperless office. In addition, the district indexed PACTS electronic case documents so they could be searched using Isys which allows text in the PACTS casefile to be copied into Word Perfect. An electronic reporting system (ERS) was implemented by installing a kiosk in the Concord office. The ERS kiosk has allowed the office to reduce paper costs and eliminate the need for filing, scanning and entering data from monthly supervision reports. Offenders who reported to the Concord office were enrolled in the system through a fingerprint scanner. After answering a series of questions, the offender then has the ability to send an email to his/her respective officer. The office also hopes to investigate utilizing a web based reporting program sometime during the next fiscal year and to add the kiosk reporting capability to the Manchester office.

In our on-going efforts to share resources, the probation office provided \$9,080.28 during the fiscal year to assist the IT Department in the purchase of items for the benefit of the Court as a whole.

## **TRAINING**

---

---

The U.S. Probation and Pretrial Services Office for the District of New Hampshire is committed to pursuing proactive change and continuous improvement, as well as offering the opportunity for each staff member to continue his/her professional development. Training needs in the District are determined on a yearly basis through surveys of staff, the changing population of offenders, and the individual career goals of staff members.

Officer safety training and training events continued unabated in 2010. In the spring of 2010, several officers attended an officer response tactics training held by the District of Rhode Island. In addition, officers attended a comprehensive training held in New Hampshire involving edged weapon defense and scenario-based training with non-lethal ammunition in August 2010. Semi-annual Firearms Requalification was held in June and October 2010.

Staff also participated in the new Pretrial Risk Assessment Tool, a Writing for Clarity class, several Federal Judicial Center (FJC) programs via the Federal Judicial Television Network (FJTN), and webex classes. In total, staff received 978 hours of training during this past fiscal year.

## **BUDGET**

---

---

The office's budget increased by 5 percent over FY 2009. Salaries and Contractor Fees accounted for the vast majority of that change. As noted in last year's report, treatment services expenditures once again steadily continued to increase. The table below provides details in each of the budget categories:

<b>EXPENDITURES</b>				
	<b><u>2007</u></b>	<b><u>2008</u></b>	<b><u>2009</u></b>	<b><u>2010</u></b>
Salaries/Contractor Fees	\$1,739,858.00	\$1,905,223.00	\$2,028,294.00	\$2,034,538.00
Operations	\$85,601.00	\$132,276.00	\$92,659.00	\$147,704.00
Treatment Services	\$299,826.00	\$348,926.00	\$380,532.00	\$420,045.00
Furniture & Equipment	\$14,004.00	\$46,011.00	\$9,275.00	\$20,676.00
Telecommunications	\$33,313.00	\$38,322.00	\$33,622.00	\$48,787.00
Automation	\$92,702.00	\$31,304.00	\$57,296.00	\$68,149.00
<b>TOTALS</b>	<b>\$2,265,304.00</b>	<b>\$2,502,062.00</b>	<b>\$2,601,678.00</b>	<b>\$2,739,899.00</b>

## **EMPLOYEE RECOGNITION**

---

---

During FY 2010, and consistent with the recommendations of the year's peer-based Employee Recognition Committee, Chief Thomas K. Tarr cited the following staff member for his outstanding work:

### **District Award for Exceeding Expectations Award – Matthew J. DiCarlo**

Matt DiCarlo was recognized by his peers for his contributions to the Supervision Unit and the office as a whole. Matt consistently offered to provide office coverage, assist staff with solving computer issues, and developed automation forms/job aids for the office. He volunteered to be the point of contact for the IPPC program and has been in charge of inventory for the electronic monitoring program. Matt started his career in the office as an employment specialist, became a probation officer assistant in May 2009, and finally a probation officer – all due to his hard work and dedication to the District of New Hampshire's mission.