

61
FILE

State of New Hampshire

ADULT PAROLE BOARD

Christopher T. Sununu
Governor

NH State Prison
P.O. Box 14
Concord, NH 03302
(603) 271-2569 Fax (603) 271-6179

Jennifer Sargent
Chairman

Jay Mackey
Executive Assistant

August 6, 2021

His Excellency, Governor Christopher T. Sununu
and the Honorable Council
State House
Concord, New Hampshire 03301

REQUESTED ACTION

Pursuant to RSA 94:1-a Salaries Established and RSA 94:6 New Appointments, the Adult Parole Board respectfully requests authorization to establish an entrance salary of \$88,816.00, salary group GG, Step 3 for Jennifer Sargent, Chairman, NH Adult Parole Board (9U692) appropriation 02-46-046-460010-71700000-011-500126, effective July 2, 2021. 100% General Funds. Funds are available for Fiscal Year 2022 and 2023.

EXPLANATION

I write on behalf of the New Hampshire Adult Parole Board to request that Jennifer Sargent, Chairman of the New Hampshire Adult Parole Board, receive an unclassified employee salary of grade GG, step three. According to the 2022 – 2023 state budget's legislative language, the Chairman is to receive a salary at unclassified employee grade GG, with the appropriate step to be determined. Given Jennifer Sargent's vast experience as an attorney and former New Hampshire district court judge, as well as her experience as a criminal justice scholar at Dartmouth College, former law professor at Vermont Law School, and New Hampshire Disciplinary Counsel, she is qualified to receive the requested salary. It is my understanding that the Governor supports this salary request.

HB2 (2022-2023) establishes the position of Chairman, New Hampshire Adult Parole Board. The Chairman is the head of the quasi-judicial agency that is the Parole Board. The existence of this adequately paid position is one of Governor Sununu's first steps towards establishing parole as an agency with a dedicated leader who establishes evidence-based practices, drafts statutes, administrative rules and policy and procedure documents, and creates general Board and office practices that align with modernization and professionalization of the agency.

The Chairman routinely interacts with the Commissioner of Corrections to evaluate operations, practices and rules to devise collaborative rehabilitative measures for inmates and to

facilitate information sharing. The Chairman also routinely interacts with many administrators in various DOC departments for identical purposes. Moreover, the Chairman interacts regularly with the New Hampshire Attorney General's Office, DAS administrators, the public, the media, the judiciary, other Parole Board members, and Parole Office staff. During her interaction with all of these people and entities, the Chairman manages lawsuits and habeas corpus actions by inmates, manages certain IT issues, assigns, manages and trains individuals on the law and procedures of parole, and oversees workflow and modernization of all parole operations. Additionally, the Chairman presides over the majority of all parole revocation and parole hearings, held every Tuesday and Thursday throughout every given year.

In the spring of 2019, the Legislative Office of the Budget audited the Parole Board and Office, ultimately recommending a significant number of changes and modifications in an April 2019 report. Jennifer Sargent devised a remediation plan to address the audit concerns. I have submitted the plan with this letter. Chair Sargent provided this plan to both the House and Senate during budget hearings. This plan was a significant factor in the Legislature's creating the Chairmanship and funding virtually every objective Jennifer Sargent devised.

As Chairman, Jennifer Sargent is responsible for the following:

- implementing the Parole Board and Parole Office digitization project;
- assuring legal compliance by the Parole Office and Parole Board;
- chairing parole and parole revocation hearings;
- researching and implementing evidence-based practices in parole;
- training Parole Board members regarding constitutional practices for parole;
- drafting and presenting new and amended legislation and new and amended administrative rules;
- drafting policy and procedure documents; and
- assuring compliance with the Right to Know law.

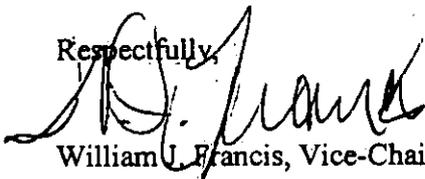
Jennifer Sargent plans and organizes work done by herself and others. She also assigns work to others, reviews the work of others, approves the work of others, trains employees, provides informational feedback on performance of Board members and office staff, conducts formal performance appraisals, makes recommendations on personnel actions such as hiring, discipline, counseling, and terminations, and makes final decisions on these personnel actions.

I have attached Jennifer Sargent's curriculum vitae for your review.

I, on behalf of the entire New Hampshire Parole Board and Parole Office staff, request that you designate a starting salary of \$88,816.00 (Grade GG, step 3) for our New Hampshire Adult Parole Board Chairman, Jennifer Sargent.

Thank you for your consideration in this matter.

Respectfully,



William U. Francis, Vice-Chairman

facilitate information sharing. The Chairman also routinely interacts with many administrators in various DOC departments for identical purposes. Moreover, the Chairman interacts regularly with the New Hampshire Attorney General's Office, DAS administrators, the public, the media, the judiciary, other Parole Board members, and Parole Office staff. During her interaction with all of these people and entities, the Chairman manages lawsuits and habeas corpus actions by inmates, manages certain IT issues, assigns, manages and trains individuals on the law and procedures of parole, and oversees workflow and modernization of all parole operations. Additionally, the Chairman presides over the majority of all parole revocation and parole hearings, held every Tuesday and Thursday throughout every given year.

In the spring of 2019, the Legislative Office of the Budget audited the Parole Board and Office, ultimately recommending a significant number of changes and modifications in an April 2019 report. Jennifer Sargent devised a remediation plan to address the audit concerns. I have submitted the plan with this letter. Chair Sargent provided this plan to both the House and Senate during budget hearings. This plan was a significant factor in the Legislature's creating the Chairmanship and funding virtually every objective Jennifer Sargent devised.

As Chairman, Jennifer Sargent is responsible for the following:

- implementing the Parole Board and Parole Office digitization project;
- assuring legal compliance by the Parole Office and Parole Board;
- chairing parole and parole revocation hearings;
- researching and implementing evidence-based practices in parole;
- training Parole Board members regarding constitutional practices for parole;
- drafting and presenting new and amended legislation and new and amended administrative rules;
- drafting policy and procedure documents; and
- assuring compliance with the Right to Know law.

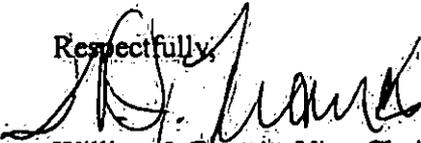
Jennifer Sargent plans and organizes work done by herself and others. She also assigns work to others, reviews the work of others, approves the work of others, trains employees, provides informational feedback on performance of Board members and office staff, conducts formal performance appraisals, makes recommendations on personnel actions such as hiring, discipline, counseling, and terminations, and makes final decisions on these personnel actions.

I have attached Jennifer Sargent's curriculum vitae for your review.

I, on behalf of the entire New Hampshire Parole Board and Parole Office staff, request that you designate a starting salary of \$87,789.52 (Grade GG, step 3) for our New Hampshire Adult Parole Board Chairman, Jennifer Sargent.

Thank you for your consideration in this matter.

Respectfully,



William J. Francis, Vice-Chairman

NEW HAMPSHIRE ADULT PAROLE BOARD

PERFORMANCE AUDIT SUMMARY OF OBSERVATIONS
WITH COMMENTS AND MITIGATION PLANS

Prepared for the Senate Finance Committee
by New Hampshire Adult Parole Board Chairman Jennifer Sargent

RECOMMENDATION SUMMARY

(Parole Board Chairman's notes in **bold** under recommendations)

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
1	19	No	<p>The New Hampshire Adult Parole Board (Board) should develop a process to ensure information used to make parole decisions is accurate and complete.</p> <p>The Board should work with the Department of Corrections (DOC) to ensure all relevant information is updated before an inmate's parole hearing.</p> <p>The Chairman and DOC Commissioner have been actively working together on this together. Improvements include a new Parole Synopsis checklist so that CC/CMs and residents can provide a more complete history and parole plan, Behavioral Discharge Summaries drafted for each resident up for parole by DOC Behavioral Health, and access to CORIS. Things we must continue to work on are disciplinary ticket notice in a timely manner, Parole Synopsis information coming to the office by the deadline for parole packet assembly, quality control of CC/CM information about residents, and training of DOC staff on how the parole office operates (timelines, releases, etc.).</p> <p>Responsibility: Chairman and Commissioner</p>	<p>Board: Concur</p> <p>DOC: Concur</p>
2	23	No	<p>The Board and DOC should continue to work on Board access to substance abuse and mental health information necessary for making parole decisions.</p> <p>The Chairman and DOC Commissioner have been actively working on this together. Behavioral Health Discharge Summaries have greatly improved information sharing. We will continue to work with the DOC on information sharing.</p>	<p>Board: Concur</p> <p>DOC: Concur</p>

			Responsibility: Chairman and Commissioner	
3	26	No	<p>The Board should modify and consistently implement weighted decision-making guidelines and collaborate with the DOC to develop a process to ensure information given to members is accurate and complete.</p> <p>The Board should develop formal training to incorporate established guidelines, adopt policies and procedures to ensure guidelines are reviewed, and establish processes to begin data collection and analysis.</p> <p><u>Without a full-time Parole Board Chairman, it is safe to say this audit directive will not happen.</u> This is a massive undertaking that falls directly on the Chairman. The Chairman has taken steps through her connections at Dartmouth College to have the DALI (Digital Applied Learning and Innovation Lab) scaffold and create a desktop application to analyze parole board members' use and application of parole criteria (without disclosing any inmate information used to make a decision to protect all privacy – the scaffolding relies on the measuring administrative criteria only). Once enough data is collected to yield a statistically significant data analysis, coding, weighting and data analysis will follow. It appears the project will receive initial funding and construction this summer (2021) from the DALI Lab, led by a Thayer School of Engineering Master's Degree candidate specializing in Computer Science and Design Thinking. This project has national implications – once developed, it could be an instrument that every state could use (one of the reasons it is receiving Dartmouth College support).</p> <p>Creating data collection methodology and a canonical model database is a time-consuming and generally expensive process. It is also extremely labor intensive. At this point, neither the DAS DoIT or the DOC DoIT departments have the time or resources to assist the parole board in this endeavor. Thus, the Chairman must work with professionals outside the DOC</p>	<p>Board: Concur</p> <p>DOC: Concur</p>

		<p>to attempt to secure funding and meet regularly to help craft the necessary structure and scaffolding for the entire process. It may also require the Chairman to seek external grant funding.</p> <p>There are currently no weighted decision-making guidelines to modify and consistently implement (based on our national research). We must start from ground zero on this.</p> <p>Jennifer Sargent, Chairman, has academic and research experience to guide this project from the parole side. Please see her CV.</p>	
--	--	--	--

Recommendation Summary

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
4	29	No	<p>The Board should develop a process to ensure parolee records are reviewed every 36 months as required by statute, including policies and procedures to address how the review should be conducted, frequency of the review, and how the Board will receive information.</p> <p>The Board and DOC should review criteria for when to bring parolees back before the Board, ensure recidivism risk assessments are updated, and ensure issues identified by Chief Probation/Parole Officers (PPO) are corrected timely.</p> <p>The first paragraph is currently something that the Parole Office cannot undertake due to staffing issues. The Office would have to have a staff member devoted to this review process full-time, and the Chairman would have to design the review criteria and analyze whether all parolee records could be analyzed on a rolling basis (as a once every 36 month review of every parolee is simply not possible). Additionally, the DOC, specifically the Division of Field Services, would have to work in conjunction with the parole office to undertake such a review. It may not have appropriate resources to devote to this objective. Because the Parole Board is required by statute to undertake such a 36 month review, the Parole Board asks in HB 178-FN to strike the requirement from the statute.</p> <p>The second paragraph is achievable, but will take significant time and requires a full-time Parole Board Chairman. The responsibility falls directly on the Chairman and Commissioner to work together, with the Chairman having the primary responsibility of initiating the collaboration on the issue by designing such criteria, reducing it to writing, and going through the Administrative Rulemaking process and PPD processes.</p>	<p>Board: Concur In Part</p> <p>DOC: Concur</p>

5	35	No	<p>The Board should develop rules, policies, and procedures related to excessive costs, periodic medical reports, review hearings, and medical parole criteria. It should also remedy conflict between statute and rules regarding authority to revoke parole.</p> <p>The Chairman, Dr. Horace Henriques (Board Member), and the Commissioner have worked diligently on this directive and have almost finished a first draft of proposed amended legislation that was the product of a three month national study of medical parole processes in 50 states (led by Chair Sargent with research assistants from Pomona College and Dartmouth College). All Administrative Rulemaking and PPD drafting will have to be done on the Parole side by a full-time Chairman.</p>	Board: Concur
6	39	No	<p>The Board should apply a similar level of scrutiny for inmates recommended for medical parole as it does for those requesting parole at their minimum. The Board should consider whether the record adequately reflects the Board's assessment of the reasonable probability an inmate will not violate the law while on medical parole.</p> <p>The full-time Chairman will have to undertake this initiative, and develop criteria and process. All Administrative Rulemaking and PPD drafting will have to be done on the Parole side by a full-time Chairman.</p>	Board: Concur
7	41	No	<p>The Board should establish a process to track medical parolees, review those reaching their minimum, and address those violating parole conditions. The Board and DOC should work to develop procedures to ensure all entities with legal responsibility over medical parolees have the necessary information to enforce all parole conditions, and ensure the Board receives periodic medical report findings.</p> <p>The Chairman and Commissioner will work collaboratively on this. On the Parole side, the full-time Chairman will have to undertake this initiative, develop criteria and a process. All Administrative Rulemaking and PPD drafting will have to be done on the Parole side by a full-time Chairman.</p>	Board: Concur DOC: Concur

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
8	44	No	<p>The Board should impose special conditions of medical parole using information from DOC personnel and stakeholders. It should also adopt and consistently apply house arrest conditions, ensure parole certificates reflect conditions stipulated at the hearing, and establish policies and procedures to modify parole conditions when necessary.</p> <p>The full-time Chairman will have to undertake this initiative, develop criteria and a process. All Administrative Rulemaking and PPD drafting will have to be done on the Parole side by a full-time Chairman.</p>	Board: Concur
9	49	Yes	<p>The Board and DOC should seek clarification from the Department of Justice (DOJ) on whether sanctions other than a seven-day community based or residential program are permitted. If alternative sanctions are not permitted, the Board and DOC should petition the Legislature to allow for their use.</p> <p>Once clarified, the Board and DOC should collaborate to adopt a graduated sanction schedule, ensure the use of alternative sanctions is documented, and ensure all sanctions used are presented to the Board when requesting an arrest warrant.</p> <p>The Chairman and Commissioner will work collaboratively on this. The Chair believes after preliminary research that alternative sanctions as used by the Division of Field Services are constitutional. Once she definitively determines (in consultation with the DOJ) that this is the case, the Chairman will have to undertake this initiative, develop criteria and a process. All Administrative Rulemaking and PPD drafting will have to be done on the Parole side by a full-time Chairman. This required a full-time Chairman.</p>	Board: Concur DOC: Concur In Part

10	52	No	<p>The Board should ensure revocation sanctions are compliant with statutory guidelines by allowing only cases with circumstances permitted by statute to be given sanctions shorter than 90 days.</p> <p>The Chairman has done this and trained members on this. This will be included in new training materials the Chairman will develop. The Chairman would like to work with the Commissioner and the Director of Field Services to make sure that Parole Officers understand all statutes regarding revocation sanctions, because many recommendations for sanctions by Parole Officers do not comport with statutory requirements. The Chairman has trained, and will continue to train, Board members to recognize this if they hadn't known it already. The Board members are typically excellent at maintaining familiarity with all statutes and administrative rules, and keep a binder of reference material with them during hearings.</p>	Board: Concur
11	53	Yes	<p>The Board should ensure presence of members serving in the capacity of attorney of the Board is documented during revocation hearings and in the hearing results.</p> <p>The Board should seek clarification from the Legislature regarding the role of the attorney of the Board during revocation hearings, determine whether the attorney should be in active status, and consider skills or experience the attorney of the Board should possess.</p> <p>A process for the first paragraph is in place and now must be reduced to writing in the aggregate PPDs.</p> <p>Regarding the second paragraph, the Board does not have the resources to have a non-Board member attorney come in every Tuesday for a day of revocation hearings to act as attorney for the Board. If the Legislature recommends that the attorney for the Board be a non-member of the Board, the Parole Board will need funding for such. Currently, the Chairman and another board member have active law licenses and serve as the attorneys for the Board on hearing days. The proposed amendment to 651-A:3 in HB2 requires that the Board have at least two attorneys with active licenses on the Board. Furthermore, the</p>	Board: Concur

		<p>Chairman, Jennifer Sargent, has extensive criminal law experience as a former public defender and former District Court judge, and she presides over virtually every parole revocation hearing in an effort to have the Board make correct criminal law and constitutional law decisions. The Parole Board is a quasi-judicial board and must be able to operate like a criminal court in many regards, especially because the Board's Administrative Rules allow for pre-hearing motions practice.</p>	
--	--	---	--

Recommendation Summary

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
12	55	Yes	<p>The Board and DOC should seek an amendment to allow it more flexibility in re-engaging parolees in their parole plan. If a statutory amendment is not successful, the DOC should establish the required programming, and the Board should ensure those not participating in the program are brought for a hearing.</p> <p>This will be impossible if the DOC is required by the Legislature to cut funding for transitional programming, vocational programming, and educational programming. That aside, the Chairman and Commissioner collaborate regularly regarding such matters. Given the new, highly effective collaborative relationship Chairman Jennifer Sargent and Commissioner Helen Hanks have developed over the past year, it may be that parolee reengagement is something that need not be addressed Legislatively. It can likely be addressed with Administrative Rules and PPDs alone.</p>	<p>Board: Concur</p> <p>DOC: Concur In Part</p>
13	57	No	<p>The Board should develop a process for evaluating petitions for reduction of maximum sentences and ensure criteria are formally adopted in rules and consistently applied. As part of this process, the Board should work with the DOC to determine whether current policies for recommending parolees for a reduction aligns with the Board's criteria and expectations.</p> <p>The Board should also consult with its DOJ representative to determine whether hearings should be held to evaluate these petitions. If appropriate, the Board should determine who should be present for hearings and the number of members required to take action on a petition. The Board should also ensure petitions are signed by the members.</p> <p>The Board has done everything in this observation this year. It has ROM (reduction of maximum) criteria, a notice provision for the</p>	<p>Board: Concur</p> <p>DOC: Concur</p>

			<p>victim services office when a petition comes in from a PPO, a full-hearing procedure on the record with three members of the Parole Board making the decision, and a final recorded decision on paper.</p> <p>The Commissioner and Chairman also believe that the ROM petition procedure should be utilized more frequently by PPOs. The Chairman must formally codify the ROM procedure in Administrative Rules and PPDs and the DOC must train its PPOs to petition within the criteria.</p>	
14	60	No	<p>The Board should establish a process to verify petitions for reduction of maximum sentences for accurate and complete information. The DOC should ensure petitions are properly reviewed for accuracy and completeness.</p> <p>The Chairman and the Assistant Director of Field Services have already agreed to assess whether they should collaborate on a more comprehensive petition to replace the petition now in use. The current petition form is very thorough, but may require even more information in the interest of maximal disclosure of relevant information.</p>	<p>Board: Concur</p> <p>DOC: Concur</p>
15	63	No	<p>The Board should develop and adopt a policy and procedure manual for all administrative operations by establishing clear reporting relationships, delegating duties and responsibilities, and monitoring practices and periodically modifying procedures as necessary.</p> <p>The Board should collaborate with the DOC to develop written policies outlining expectations, responsibilities, and the relationship between the two entities.</p> <p>The Chairman and Commissioner wholeheartedly agree with this observation, and many of the plans to do so are laid out in answers throughout this summary. <u>It is important to note that this amount of work cannot be done without a full-time Chairman paid at the rate requested in the amendment to RSA 651-A:3 in HB2.</u></p>	<p>Board: Concur</p> <p>DOC: Concur</p>

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
16	67	No	<p>The Board should develop and adopt a policy and procedure manual for Board practices by formalizing an orientation and training program, establishing and adopting operating procedures for rotating Board members on hearing panels. It should also document designation of an Acting Chair and presiding officer, adopt a code of conduct, and seek legal counsel to confirm proper acceptance of evidence for certain violations.</p> <p>The Board and DOC should review DOC policies and current Board practices to align, develop, and adopt written policies and procedures pertinent to related functions.</p> <p>The Chairman and Commissioner wholeheartedly agree with this observation, and many of the plans to do so are laid out in answers throughout this summary. <u>It is important to note that this amount of work cannot be done without a full-time Chairman paid at the rate requested in the amendment to RSA 651-A:3 in HB2.</u></p> <p>The Chairman, in conjunction with three Dartmouth College research assistants, has completed a first draft of a comprehensive Code of Conduct (based on a four month study of Parole Board Codes of Conduct in 50 states). The Chairman's next steps regarding the Code are to further edit and condense the draft Code, consult with the DOJ regarding certain portions of it, and submit it to the Board for comment. Then, the Chairman will edit it into final form and decide whether to submit it to the Legislature for inclusion in RSA 651-A or to otherwise formally codify it.</p>	<p>Board: Concur In Part</p> <p>DOC: Concur</p>

17	71	No	<p>The Board, with the help of its DOJ representative, should review statutory responsibilities to ensure rules are promulgated for all activities under its authority and requirements imposed on persons outside of its own personnel. The Board should also adopt all forms it requires inmates and DOC personnel to use when providing information in its rules.</p> <p>Agreed. The Chairman intends over the next year and more to do two things specific to this observation. Over the last year, the Chairman has been working with Alan Volpe of NH DoIT to create our own Parole Board website, so that we do not have to have our webpage connected to the DOC website. This has taken longer than expected because the NH DoIT was rolling out new websites for all agencies. However, things should be able to move more quickly for the Board's website soon. The website will have both an outward facing (public) side and an inward (DOC) facing side. The website will contain Forms, Administrative Rules, PPDs, answers to FAQs, Parole and Parole Revocation Hearing lists, and much more information about the Parole Board.</p> <p>Moreover, the Chairman is currently creating many fillable forms to standardize many processes that will be codified. The Chairman knows how to use technology well, which is one of the reasons why Governor Sununu appointed her.</p> <p><u>It is important to note that this amount of work cannot be done without a full-time Chairman paid at the rate requested in the amendment to RSA 651-A:3 in HB2.</u></p>	Board: Concur
18	76	No	<p>The Board should comply with <i>Right-to-Know Law</i> requirements when conducting Board business, enter into non-public session when discussing sensitive and confidential matters, and limit discussions to legal matters during consultation with legal counsel.</p> <p>The Board should formalize <i>Right-to-Know Law</i> training by incorporating DOJ guidance and exploring available DOJ training for Board members and key Board staff.</p> <p>Agreed. Over the last year, the Chairman has</p>	Board: Concur In Part

participated in two continuing legal education courses and on Administrative Rule process and NH's Right-to-Know Law (at her own expense) in order to best determine how the Board's practices must align with Nh's Right-to-Know law. The Chairman undertook her own legal research investigation to determine proper use of email by the Board since NH has no specific law on the subject. The Chair now specifically prohibits all-Board email conversations about anything. If the Board needs to review documents for comment, the Chair asks that individual comments be sent only to her and then all conversation and discussion is reserved for monthly administrative meetings. Monthly Parole Board administrative meetings are public, even though they need not be.

It is the culture of the Parole Board led by Chairman Jennifer Sargent to be as informational and transparent as possible. This is why it is imperative that the Chairman be a full-time, paid head of agency and the other 4 members (as proposed in amended legislation to RSA 651-A in HB2) be compensated with an appropriate stipend. The Chairman will be creating a significant body of written legislation, rules and PPDs, and the Board members will have to spend significant time reviewing practices and procedures for comment, in addition to preparing for hearings 25-30 hours per week and sitting on all-day hearings twice a week.

Recommendation Summary

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
19	79	No	<p>The Board should clarify with the DOJ whether parole release and revocation hearings should be conducted in public or non-public session. Regardless of the final determination, the Board should develop formal procedures to ensure hearings are compliant with <i>Right-to-Know Law</i> requirements.</p> <p>The Board should also review its rules regarding disclosure of member votes and providing verbatim recordings upon request, and remedy conflicts with statute.</p> <p><i>Re: first observation paragraph: All Parole Board hearings are public, and the Board goes into closed session when it needs to discuss non-public information. The following information is provided to demonstrate the allegiance to how the Chairman regards the Right-to-Know law and constitutional due process.</i></p> <p>When the COVID-19 pandemic hit and the DOC prohibited in-person hearings in the prison hearings rooms, the Chairman quickly (within 3 days) set up a process for Zoom parole hearings to meet all statutory and due process obligations of parole. Fortunately, the Chairman had been teaching her Dartmouth classes virtually on Zoom for a few weeks before the DOC prohibited the in-person hearings, and she had received extensive Zoom training through Dartmouth College. Otherwise, the entire parole system would have failed to operate.</p> <p>Once the DOC understood the dire need for creating a virtual process for holding hearings, it cooperated to install as much equipment as possible to assist in the endeavor. <i>This is because the Commissioner is dedicated to collaborating with the Parole Board Chairman and upholding the constitutional rights of its inmates. At the time of this writing, Parole</i></p>	Board: Concur In Part

Hearings at all NHSP facilities are virtual. It has been an extraordinary effort for the Chairman to train Parole Board and DOC staff, and Parole Board members (not a tech-savvy group) for virtual hearings with restricted inmate movement, especially in quarantine tiers. Because the Parole Office is understaffed, the Chairman must run all of the virtual technology to pre-register all participants and spectators in accordance with DOC safety protocol, manually admit and remove all participants after checking their registrations *while* chairing hearings, create written procedures for the public to follow, etc. It is like being an air traffic controller and is mentally and physically exhausting. During the pandemic the Chairman has been working 80-92 hour work weeks (7 days per week). The system must operate and the Parole Office is understaffed.

Please know that without Jennifer Sargent as Chairman during this pandemic, the NH Parole System would have shut down. Other state parole systems contacted the Chairman to ask how to implement her system to avoid their impending shutdowns.

Re: second observation paragraph: While the Board cannot divulge its deliberations and votes for safety reasons, the Board keeps a vote tally sheet and reports general statistics from it. Moreover, all hearings are audio recorded and audio recordings are available to anyone via proper request procedures. The Chairman intends for all procedures to be reduced to writing in a PPD as soon as practicable.

20	84	Yes	<p>The Board should establish a policy to address disclosure of potential conflicts of interest and how they should be handled. The Board should also ensure all members file timely statements of financial interests.</p> <p>The Legislature may wish to consider clarifying RSA 15-A:6 regarding whether failure to file annual financial disclosures should prohibit public officials from serving on their appointed capacity.</p> <p>The disclosure of conflicts and recusal policies are currently those the Chairman abided by when she was a District Court judge (Canon 2 – Rule 2.11). All members have been trained by the Chairman to bring any potential conflict or any potential appearance of conflict to the Chairman’s attention as soon as the member recognizes the potentiality. The drafted Code of Conduct (elaborated upon in observation 16) has a section on conflicts and recusals.</p> <p>All members are required to submit timely statements of financial interests. The Chairman knows of specific instances where this was not done in the past (this was not the fault of the former Chairman, but rather the fault of a former Executive Assistant). This year, Chairman Jennifer Sargent personally collected each financial statement and mailed them all to the Secretary of State’s Office from the NHSP-M mailroom. She has also placed “ticklers” in her calendars to collect them and mail them every year, so past catch-as-catch can practice is not going to recur. She will be drafting the PPD by which they will be collected and mailed in the near future, as well as including it in the new Code of Conduct. The Chairman does not object in the least to any Legislative clarification, but rest assured, the Parole Board members’ statements of financial interest shall be filed annually in a timely manner.</p>	Board: Concur
21	86		<p>The Board should track and document when it provides notices of hearing, ensure all statutory language is incorporated into the notice, and ensure parolees receive an updated notice for rescheduled hearings.</p>	Board: Concur In Part

			The Chairman has worked with office staff to improve this process. We have good practices in place and they will be reduced to writing in a PPD as soon as practicable. The Chairman must do all of the drafting.	
--	--	--	--	--

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
22	88	Yes	<p>The Board and DOJ should determine whether notice requirements apply to reconsideration hearings. The Board should adopt policies, develop corresponding procedures, and adopt rules outlining the process for conducting reconsideration hearings.</p> <p>If the Board determines timeframes in law would not allow it to conduct reconsideration hearings for inmates committing major disciplinary infractions within 15 days of release, it may want to consider seeking statutory amendments to allow more flexibility.</p> <p>The Board is currently considering this observation. The Chairman has consulted with Linda Paulsen, hearings director, about the entire disciplinary process and she will be presenting information to the Board at an upcoming monthly administrative meeting. The DOC's CORIS system and other reporting procedures complicate reconsideration hearings for major disciplinary offenses. The Board will likely be asking for statutory amendments in the near future, but the Board must understand the process and its reporting limitations before acting. The DOC is in the process of reassessing its PPD that controls all disciplinary matters, so the Board feel it is appropriate to wait until the DOC promulgates that new PPD to make any final decisions.</p>	Board: Concur

23	90	No	<p>The Board should establish: a process for submitting supervision fee waiver requests; guidelines outlining instances which may warrant a waiver; thresholds for which the Executive Assistant is granted authority to approve waiver requests; a process for periodic Board review of waiver requests approved on its behalf; and a process for Board review of waiver requests not meeting guidelines.</p> <p>The DOC should establish rules for supervision fee payment and collection as required by statute.</p> <p>The Board is taking this matter up in an upcoming monthly administrative meeting.</p>	<p>Board: Concur</p> <p>DOC: Concur</p>
24	91	No	<p>The Board should establish record retention policies as required by State law and resolve the conflict between its rule requiring recordings be destroyed after one year and State law requiring records be retained for at least four years.</p> <p>The Board should ensure meeting minutes are produced timely, adequate storage is available to retain audio recordings, Board files are appropriately retained, staff are trained on records retention policies, and parolee files are periodically reviewed for accuracy and completeness.</p> <p>Agreed. Meeting minutes are produced in a timely manner. The meetings are public and noticed according to statute. The records are retained in two areas where the office staff and Board Chairman can retrieve them upon request.</p> <p>The Chairman recently trained the entire staff on the new inter-office procedure of retaining minutes and records, as well as distributing minutes upon proper request.</p> <p>The Board is currently retaining all records according to statute and the Chairman will reconcile all conflicting Rules and Statutes. Currently, two Dartmouth College research assistants are working with the Chairman to identify all existing conflicts and potential redrafts.</p>	<p>Board: Concur</p>

Recommendation Summary

Observation Number	Page	Legislative Action May Be Required	Recommendations	Agency Response
25	94	No	<p>The Board should develop a process to record individual member votes which preserves this information from public disclosure but allows the record to be retrieved if ordered by a court.</p> <p>The Board has such a procedure.</p>	Board: Concur
26	96	No	<p>The Board should begin data collection to eventually support a performance measurement system by identifying data necessary to evaluate whether its parole criteria are appropriate, what data are currently available, and what additional data may be needed.</p> <p>Once it identifies these data elements, the Board should work with the DOC to determine how data can be collected and how data reporting can be automated.</p> <p>Agreed, but recognize this data collection and analysis process is time and resource heavy. Please see observation 3 comment.</p>	Board: Concur DOC: Concur

Jennifer Brooke Sargent

Institute for Writing and Rhetoric, 37 Dewey Field Rd., Dartmouth College, Hanover, NH 03755
Cell: (603) 520-5305; Jennifer.Sargent@Dartmouth.edu

CURRENT EMPLOYMENT

SENIOR LECTURER, INSTITUTE FOR WRITING & RHETORIC AND WOMEN'S GENDER & SEXUALITY STUDIES PROGRAM, Dartmouth College, Hanover, NH

September 2006 – June 2010; August 2012 - present

Depending on academic term, teach WGSS 32.03: The Constitutional Rights of Women, WGSS 10: Sex, Gender & Society; Writing 43: The Written Judicial Opinion, Writing 5: Crime, the Criminal Mind, and the Courtroom; Writing 5: Truth, Justice and the American Way – Without Superman: The American Criminal Justice System; Writing 7: The Ethics of Power; Writing 7/WGSS 7: Looks, Lookism and the Law; WGSS 15: The Roots of Feminism.

CHAIRMAN, NEW HAMPSHIRE ADULT PAROLE BOARD, Concord, NH

Appointed November 2019, Assumed Chairmanship January 2020

Appointed by Governor Chris Sununu to Chair the Parole Board and direct all policy and operations of the NH Parole Office. Chair all parole hearings (approximately 50 per week). Implement all audit findings of the LOB April 2019 Audit of the NH Parole Board. Modernize technological functions of the office. Draft legislation, administrative rules and policy and procedure Directives. Collaborate regularly with the Commissioner and Assistant Commissioner of Corrections, as well as senior prison staff, to develop cooperative and functional operations and policies inside the prison. Collaborate regularly with the Director and Assistant Director of Field Services, and all parole officers, to develop cooperative and functional operations and policies for community supervision. Collaborate regularly with representatives of the NH Criminal Defense Bar to assess due process procedures and coordinate joint collaborations between the Department of Corrections, Parole Board and Defense Bar. Meet regularly with Governor's Counsel, Budget Director and other high-level staff to report progress and to propose measures to improve operations, staffing, parole procedure. Conduct research and assemble data on parole and reentry science to measure a variety of New Hampshire practices, and use such information to support recommendations for improvement and change.

EDUCATION

SUFFOLK UNIVERSITY LAW SCHOOL, Boston, MA

Juris Doctor, May 1992

Honors: Recipient, American Jurisprudence Awards for Academic Excellence: Constitutional Law, 1990; Family Law, 1992; Administrative Law, 1992; Dean's List; Moot Court Board, Executive Staff Member, 1990-1992; Director, Third Year Mock Trial Competition, 1991-1992; Best Oral Advocate; First Year Moot Court Competition, 1990; Finalist, McLaughlin Moot Court Competition, 1990

EMORY UNIVERSITY, Atlanta, GA

Bachelor of Arts, dual degree in Political Science and Sociology, May 1989

ACADEMIC RESIDENCIES

WRITING RESIDENCY AT HEDGEBROOK, WHIDBEY ISLAND, WA, November 2017

Received and completed highly competitive fiction writing residency at Hedgebrook Writers' Program. Fiction novel currently in progress as product of residency.

ACADEMIC RESEARCH AND PRESENTATIONS

- New Hampshire Bar Association Mid-Winter Meeting (February 15, 2019)
Panel Presentation: *The New Public Square: First Amendment Issues in the Digital Age*
- Law Day Panel Presentation, Rockefeller Center, Dartmouth College (May 4, 2018)
Presentation: *Law and Emerging Legal Technology for Effective Practice*
- Eleventh Annual Conference on the Teaching of Writing (March 25, 2016 – University of Connecticut, Storrs, CT)
Presentation: *The Meaningful Relationship of Public Discourse and Academic Discourse in United States Supreme Court Opinions*
- The Nelson A. Rockefeller Center at Dartmouth College (September 18, 2014) Annual Constitution Day Commemoration Speech:
Hey, You Can't Just Look in There: Current Fourth Amendment Issues Regarding Cell Phone and Email Privacy after Riley v. California (2014).
- Davis Study Committee (ongoing Davis Grant research): *Adaptable Writing Knowledge? Case Studies from Dartmouth Research on First-year Writing*
(included DCAL presentation January 30, 2014)

DARTMOUTH COLLEGE SERVICE

MEMBER, STEERING COMMITTEE, INSTITUTE FOR WRITING & RHETORIC
2016-2020

MEMBER, STEERING COMMITTEE, WOMEN'S, GENDER & SEXUALITY STUDIES PROGRAM
2017-2019

CONVENER, LEGAL STUDIES FACULTY STEERING COMMITTEE, ROCKEFELLER CENTER
2017-2019

FACULTY ADVISOR, Greek Life: Alpha Xi Delta Sorority

FACULTY ADVISOR, general: SHEBA Dance Company, Parliamentary Debate Team

DARTMOUTH COLLEGE HONORS

FACULTY ADVISOR OF THE YEAR 2015, Office of Greek Life, Dartmouth College

SENIOR CLASS DAY FACULTY SPEAKER, Dartmouth College, June 2010

Elected Senior Class Day Faculty Speaker by Dartmouth's Class of 2010. Addressed Class of 2010 students and guests at Dartmouth College Class Day Exercises on June 12, 2010.

WRITING, TELEVISION AND RADIO WORK

EPISODE CONTENT CONSULTANT AND ON-CAMERA EXPERT **Network:** Discovery
ID Production Company: Truly Original Productions **Show:** Vanity Fair Confidential Final Episode, Season 4 (2018)

TELEVISION CONTENT CONSULTANT AND ON-CAMERA EXPERT

Network: Discovery **ID Production Company:** XCON Productions

Show: *A Crime To Remember* (Emmy Award 2014 - Outstanding Individual Achievement in a Craft: Lighting Direction & Scenic Design)

Season 1 (Episode 2: The Career Girl Murders; Episode 3: Judge, Jury, Executioner; Episode 4: Time Bomb.; **Season 3** (Episode 5: Comedy of Terrors; Episode 6: The Wrong Man)

LEGAL CONTENT ADVISOR TO BEST-SELLING AUTHOR, JODI PICOULT June 2004 – present

Advise Ms. Picoult about the legal content in each novel she writes. Devise legal strategies for her story ideas and characters. Review completed manuscripts for legal content accuracy. Assist with legal research on all topics. Fact check legal story arcs and scenes. Role play various legal proceedings with Ms. Picoult to generate character dialogue.

GUEST, THE EXCHANGE WITH LAURA KNOY, NEW HAMPSHIRE PUBLIC RADIO

Appear as guest commentator at beginning and end of each U.S. Supreme Court term to explain upcoming cases and cases the Court decided for current term. Also appear as guest commentator to discuss any particularly interesting case that is the focus of a show.

PREVIOUS ACADEMIC EXPERIENCE

ASSOCIATE PROFESSOR OF LAW, Vermont Law School, South Royalton, VT
DIRECTOR OF JUDICIAL EXTERNSHIP PROGRAM DIRECTOR OF PART-TIME
J.D. EXTERNSHIP PROGRAM July 2005 – June 2009 (Assistant Professor of Law 2002-
2004)

- Taught the following courses: Legal Profession (Legal Ethics); Judicial Ethics Seminar; Criminal Procedure; Evidence; Criminal Law (General Practice Program). Coached Moot Court Trial Team. Directed and managed Judicial Externship Program and J.D. Externship Program (both field placement and academic component).
- Created, directed and managed all aspects of the Judicial Externship Program and J.D. Externship Program. Designed and implemented field placement and mentor procedures, including recruiting lawyers and judges as field placement supervisors. Developed program budgets, negotiated budgets with Finance Office and Dean's Office, and consistently and successfully ran programs below budget. Recruited, interviewed, assessed and accepted or rejected student applicants. Worked individually, via distance education tools, with all supervisors and students in both programs. Designed and taught the academic component of each program in accordance with American Bar Association and American Association of Law School accreditation and curricular criteria. Reported directly to the Academic Dean.

LECTURER, The Nelson A. Rockefeller Center at Dartmouth College, Hanover, NH
September 2014 – 2019

Lecturer in the Management and Leadership Development Program and Rockefeller Leadership Fellows Program. Twice a term (6 times an academic year), present two 2-hour long lectures to students chosen as MLDP and RLF fellows: 1) Professional Writing in the Workplace; 2) Effective Communication, Public Speaking and Oral Presentations in the Workplace. Administer the Myers-Briggs Type Indicator to over 200 students during the course of the year, and lecture about relational communication using psychological preference types in the workplace. Instruct students on how to write and speak professionally in the workplace.

FACULTY, National Judicial College, Reno, NV
February 2005 – June 2010

Specially recognized for five years of teaching excellence. Instructed judges from around the nation on various substantive legal subjects, including Evidence, Advanced Evidence, Criminal Procedure and Judicial Immunity. Administered the Myers-Briggs Type Indicator to judges and instructed them on interpretation of the results to assist them in developing sound judicial communication, listening, and administrative skills.

ADJUNCT FACULTY, Vermont Law School, South Royalton, VT
July 2000 – July 2002

Taught Criminal Law section of the General Practice Program (simulated law practice program) and J.D. Internship Orientation classes. Co-administered the J.D. Internship Program.

PREVIOUS LEGAL EXPERIENCE

DISCIPLINARY COUNSEL, New Hampshire Supreme Court Office of Attorney Discipline, Concord, NH

June 2010 – April 2011

Served as chief prosecutor for the State of New Hampshire in attorney discipline cases. Interacted and negotiated with opposing counsel, respondent attorneys and complainants. Wrote notices of charges, stipulations, motions, sanctions memoranda, and petitions for original jurisdiction to the New Hampshire Supreme Court. Conducted trials before Professional Conduct Committee hearing panels. Presented oral arguments before the Professional Conduct Committee.

SPECIAL JUSTICE, LITTLETON, LANCASTER AND HAVERHILL DISTRICT COURTS Littleton, Lancaster and Haverhill, New Hampshire (and circuiting judge for all NH District Courts) August 2002 – June 2010

Appointed to the New Hampshire District Court (now Circuit Court) by Governor Jeanne Shaheen. Adjudicated all matters at the District Court level. Rendered oral and written decisions and verdicts. Voluntarily resigned judgeship in order to become New Hampshire's Disciplinary Counsel.

MANAGING ATTORNEY, New Hampshire Public Defender, Orford and Littleton, NH
December 1999 – August 2000

Managed all attorneys, investigators and support staff in Grafton and Coos County Offices of the New Hampshire Public Defender. Screened all incoming cases and assigned cases accordingly. Handled all inter-office personnel issues, including work performance issues and behavioral issues. Trained and mentored attorneys, and evaluated attorney performance according to standard evaluation procedure. Implemented senior management directives and routinely assessed the efficacy of those directives, adapting the directives to fit the needs and character of my offices. Negotiated with senior management for better technological support, office equipment and phone service to maximize job efficiency and satisfaction for all staff. Interfaced with all courts in Grafton and Coos Counties to maintain good relationships between public defender staff and judges and court clerks. Continued to maintain a caseload and provide representation at all stages of proceedings.

Management training included:

- NHHRC training on preventing sexual harassment in the workplace
- Conflict of interest recognition and management for case assignment
- Support staff hiring and termination
- Handling complaints or concerns regarding staff performance

STAFF ATTORNEY AND APPELLATE DEFENDER, New Hampshire Public Defender, Dover, Concord, Orford, and Littleton NH

July 1997 – July 2000; August 1993 - February 1997 (Managing Attorney '99-'00) Worked as a Public Defender in Strafford, Merrimack and Grafton Counties. Represented indigent clients, both adult and juvenile, accused of homicide, felony and misdemeanor offenses. Represented clients at all stages of criminal proceedings, including arraignments, bail hearings, evidentiary hearings, changes of plea, probation violations, bench trials, jury trials, sentencing hearings, competency hearings and appeals. Practiced at the District, Superior and Supreme Court levels. Wrote appellate briefs and argued appeals before the New Hampshire Supreme Court.

Additional Public Defender experience includes:

- Staff Attorney Hiring Committee, 1994 - 1997
- Summer Intern Hiring Coordinator, 1998
- New Lawyer Training Lecturer, 1997 - 2000
- CLE Lecturer - various criminal law and evidence topics, 1997- 2000

LITIGATION ASSOCIATE, McLane, Graf, Raulerson & Middleton, Manchester, NH
February 1997 - July 1997

Represented clients at all stages of civil and criminal litigation in state and federal courts. Worked primarily in the field of Employment Law as an associate in the Employment Law Practice Group. Worked in conjunction with other associates and directors on cases. Researched legal issues and drafted both memoranda and pleadings.

JUDICIAL LAW CLERK, Vermont Superior, District and Family Courts, Montpelier, VT
August 1992 – August 1993

Law Clerk to Judges Dean Pineles, Alan Cook, and Amy Davenport in the Washington County and Orange County Superior, District and Family Courts. Researched and drafted opinions, jury instructions and legal memoranda. Observed evidentiary hearings, conferenced with judges, researched issues presented at hearings and edited opinions for final publication. Maintained an index of all district court opinions rendered by district court judges statewide for the Vermont Bar Association.

LAW AND EDUCATION LECTURES, PRESENTATIONS AND PANELS

- February 15, 2019 – New Hampshire Bar Association Mid-Winter Meeting
Panel Presentation: *The New Public Square: First Amendment Issues in the Digital Age*
- June 26, 2019 – The Exchange, New Hampshire Public Radio Guest commentator: *U.S. Supreme Court Reaches Decisions on Major Cases, With Some Surprise Alignments Among Justices*
- May 4, 2018 – Dartmouth College, Hanover, NH
First Year Family Weekend Faculty Lecture
Lecture: Turning “*The Stuff I Think About*” into College Level Writing: *Building Blocks*
- June 27, 2017 – The Exchange, New Hampshire Public Radio Guest commentator:
SCOTUS Ruling on Travel Ban Is Limited But Opens Door For Future Debate
- May 6, 2017 – Dartmouth College, Hanover, NH First Year Family Weekend Faculty
Lecture: *Turning “The Stuff I Think About” into College Level Writing: Building Blocks*
- July 6, 2016 – The Exchange, New Hampshire Public Radio Guest commentator: *U.S. Supreme Court 2016: Gun Rights, Affirmative Action and Political Corruption*
- May 7, 2015 – Dartmouth College, Hanover NH
Dartmouth Link Up Women’s Mentoring Network – Annual Proud to be a Woman
Dinner Keynote Speaker Presentation: *Making Courage A Habit*
- May 1, 2015 – Dartmouth College, Hanover, NH
First Year Family Weekend Faculty Lecture
Lecture: *Turning “The Stuff I Think About” into College Level Writing: Building Blocks*
- December 4, 2014 – The Exchange, New Hampshire Public Radio
Guest commentator: *Smartphone Searches And Free Speech On Facebook: Interpreting The Constitution In The Digital Age*
- May 3, 2014 – Dartmouth College, Hanover, NH
First Year Family Weekend Faculty Lecture
Lecture: *Turning “The Stuff I Think About” into College Level Writing: Building Blocks*
- January 30, 2014 – Dartmouth College, Hanover NH Davis Study research results panel
(DCAL Presentation)
Presentation: *Adaptable Writing Knowledge? Case Studies from Dartmouth Research on First-year Writing*

- May 4, 2013 – Dartmouth College, Hanover, NH
First Year Family Weekend Faculty Lecture
Lecture: *Turning "The Stuff I Think About" into College Level Writing: Building Blocks*
- November 10, 2010 – New Hampshire Bar Association, Concord, NH Lecture: *Effective Legal Writing to Persuade the Trial Judge*
- October 15, 2010 – New Hampshire Association of Criminal Defense Lawyers, Manchester, NH
Lecture: *The Angry Client: Avoiding Malpractice and Professional Conduct Complaints*
- October 12-15, 2009 – National Judicial College, Reno, NV Lecture: *The Fundamentals of Evidence* (all evidence lectures)
- March 2, 2009 – Dartmouth College, Hanover, NH
Keynote Speaker, Real Beauty Initiative
Presentation: *Female Family Dynamics in Women's Correctional Facilities*
- April 22, 2008 – Dartmouth College, Hanover, NH Dartmouth Center for the Advancement of Learning Lecture: *Designing Effective Writing Assignments*
- March 31- April 3, 2008 – National Judicial College, Reno, NV Lectures: *4th and 5th Amendment Law*
- November 11, 2008 – Dartmouth College, Hanover, NH Wheelock Cluster Lecture Series: *Organized Crime*
- October 22-26, 2007 - National Judicial College, Reno, NV Lectures: *Ethics for Judges: 4th and 5th Amendment Law*
- August 27-31, 2007 –National Judicial College, Reno, NV Lecture: *The Fundamentals of Evidence* (all evidence lectures)
- July 23-24, 2007 - National Judicial College, Reno, NV Lecture: *Evidence for Judges*
- May 24, 2007 – Gruter Institute, Law, Behavior & the Brain, Squaw Valley, CA
Panelist, *Science in the Courtroom: Gatekeepers Under Rule 702 and Daubert*
- July 18-21, 2006 – National Judicial College, Reno, Nevada
Lectures: *Comprehensive Criminal Procedure – 4th and 5th Amendments; Myers-Briggs Type Indicator/Knowing Yourself and Others*

- May 1-3, 2006 - National Judicial College, Reno, NV
Lectures: *Judicial Immunity; Myers-Briggs Type Indicator/Knowing Yourself and Others*
- April 25-26, 2006 - Montana Judicial College, Missoula, MT
Lecture: *Myers-Briggs Type Indicator/Knowing Yourself and Others*
- May 25-26, 2005 – National Judicial College, Reno, NV
Lectures: *Civil Case Review: Jurisdiction, Venue and Judgments for Trial Judges; Judicial Immunity; Myers-Briggs Type Indicator/Knowing Yourself and Others*

ETHICS LECTURES, PRESENTATIONS AND PANELS

- March 25-26, 2011 – American Bar Association Section of Labor & Employment Law
Lecturer/Panelist: Ethical Dilemmas Posed by Lateral Hiring
- February 12, 2010 – NH Bar Association, Manchester NH Panelist: Legal Ethics Panel, Mid-Year Bar Association Meeting
- February 12, 2010 – NH Bar Association, Manchester NH
Participant: Legal Ethics “game show” (role of judge), Mid-Year Bar Association Meeting
- June 12, 2007 – Department of Vermont State’s Attorneys, Annual Conference, Burlington, VT
Lecture: Ethical Prosecution: Rule 3.8 and Current Case Law
- April 11, 2007 – Frank Rowe Kenison Inn of Court, Hanover, NH
Lecture: Ethical Considerations in the Use and Production of Metadata Within Electronically Transmitted Documents
- February 16, 2007 – New Hampshire Bar Association, Manchester, NH Lecture: Achieving Legally Ethical Work-Life Balance
- March 15, 2006 - Vermont Chapter of the Society of Chartered Property Casualty Underwriters
Lecture: Snakes and Sharks: Ethics for the "Cold-Blooded" -- How ethical practice reassures the public of the integrity and professionalism of individuals in fact, standard and rule-based professions
- April 1, 2005 – Vermont Law Review Symposium, Judicial Accountability Panelist: Judicial Ethics in Vermont

LICENSES AND MEMBERSHIPS

ASSOCIATION OF PAROLING AUTHORITIES INTERNATIONAL, Member

BAR ADMISSIONS Vermont, July 1992; New Hampshire, February 1993.– good standing in both states

LICENSES AND CERTIFICATIONS New Hampshire Bar; Vermont Bar; Myers-Briggs Type Indicator (certified by CAPT in 2001)

LEGAL PRO BONO WORK Member, Hearings Committee, New Hampshire Attorney Discipline System (New Hampshire Supreme Court appointment –2016-2018)

PROFESSIONAL MEMBERSHIPS Dartmouth Lawyers Association (Honorary Member), September 2008 – present; National Association of Women Judges, 2002 – June 2010; Clinical Legal Education Association, 2001 – June 2010; New Hampshire Bar Association, 1993 – present; Vermont Bar Association, 1992 – present