

LEGISLATIVE PERFORMANCE AUDIT AND OVERSIGHT COMMITTEE

Legislative Office Building, Room 212

Concord, NH

Monday, February 13, 2012

MEMBERS PRESENT:

Sen. President Peter Bragdon (Chairman)

Sen. Jack Barnes

Sen. Sylvia Larsen

Rep. John Reagan

Rep. Laurie Harding

Rep. Marshall Quandt

Rep. Randy Foose

Rep. Patricia Dowling

(Meeting convened at 10:04 a.m.)

1. Acceptance of minutes of the December 20, 2011 meeting.

CHAIRMAN BRAGDON: Okay. Call this meeting to order with a quorum present, and the first order of business is the minutes of December 20th.

****** REP. REAGAN: Moved as written.

CHAIRMAN BRAGDON: Moved to approve. Is there a second?

SEN. BARNES: Yes.

CHAIRMAN BRAGDON: Any discussion? All those in favor? Opposed no? The ayes have it. The minutes are accepted.

******* {MOTION ADOPTED}

2. Old Business:

CHAIRMAN BRAGDON: Item's tabled. I don't imagine there's any interest to take that off the table.

3. **Current status of ongoing and pending performance audits.**

CHAIRMAN BRAGDON: Item three, current status of ongoing and pending performance audits. Mr. Mahoney.

RICHARD MAHONEY, Director, Audit Division, Office of Legislative Budget Assistant: Thank you, Mr. Chairman. Good morning, Committee Members. For the record, I'm Richard Mahoney, Director of Audits for the Office of Legislative Budget Assistant. I just wanted to give the Committee a very brief summarization of where we are on our current performance audits. We have the Public Utilities Commission Audit that was approved by this Committee on June 6th as an expanded scope to include the EESE Board and the Office of Consumer Advocate.

We issued our final observations to the audited entities on Friday of this past week, and we anticipate presenting the audit report to the Fiscal Committee at its March meeting. So we are in good shape for the PUC at this point in time.

I think you know the Guardian Ad Litem Board audit report was presented to the Fiscal Committee at its January 12th meeting. You may be interested to know that the House ED&A Committee has scheduled an additional hearing on that audit report for April 12th.

We have the Department of Revenue Administration uncollected state taxes is another performance audit report -- audit -- I'm sorry -- pending. At this last meeting this Committee voted to postpone the resumption of that audit until July of this year. And then the final two performance audits that we have in the queue at this point in time are Department of Corrections security staffing and non-security staffing. Both of those audit topics were approved by the Fiscal Committee based upon this Committee's recommendation at its January 20th, 2012, meeting. We did have an entrance conference with the

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Department, including Commissioner Wrenn, Assistant Commissioner McGonagle, and other DOC staff members on January 30th to begin our audit work and to obtain any information from them that we would need to prepare our scope statements, which is another item on this Committee's agenda for today. So that, Mr. Chairman, is a very brief summary of our current status.

CHAIRMAN BRAGDON: Excellent summary and brief. Questions for Mr. Mahoney. Representative Quandt.

REP. QUANDT: Thank you, Mr. Chairman. Mr. Mahoney, it looks like you've got a pretty good scope here but just an FYI. It would probably be important to try to ascertain how many inmates are over there minimums and why.

MR. MAHONEY: Hm-hum.

REP. QUANDT: At one time there was — and this was only a few years ago — there was between three and 500 over their minimums. And that would just be an interesting, you know, factor to look at.

MR. MAHONEY: Thank you, Representative.

REP. QUANDT: Thank you, sir.

CHAIRMAN BRAGDON: Yes.

REP. FOOSE: Thank you, Mr. Chairman. Did your initial conversation with the Commissioner and his staff suggest any problems with the audit?

MR. MAHONEY: Not at all. I think the Department is very cooperative in terms of the entrance conference. They did not indicate that we would have any difficulties, although they did mention the fact that they believe that they are short staffed and that there are certain people involved in RFPs that have been -- request for information that have been recently issued and those same individuals

are the people that we would be asking a lot of questions of during our audit. So they cautioned us with regard to that issue. But beyond that, no.

REP. FOOSE: Thank you.

CHAIRMAN BRAGDON: Something tells me there's unusual level of excitement to see you coming through the door. Any other questions on the report that we were just given?

4. Proposed Scope Statements:

CHAIRMAN BRAGDON: Let's see. So I guess that probably moves us right into then the Proposed Scope Statements which I believe you should have that were sent to each of you. And, Mr. Mahoney, would you like to address those?

MR. MAHONEY: Yes, Mr. Chairman. With your permission, I'd like to ask Stephen Fox, our Audit Supervisor, responsible for our performance audit teams to present those scope statements to the Committee.

CHAIRMAN BRAGDON: Yes, thank you.

STEPHEN P. FOX, Audit Supervisor, Audit Division, Office of Legislative Budget Assistant: Good morning, Mr. Chairman, Members of the Committee. For the record, I am Stephen Fox, Performance Audit Supervisor. I can walk you through the scope statements or if you would just prefer to ask me questions, and I can respond to them. Whatever is your pleasure.

CHAIRMAN BRAGDON: I'm assuming since you were kind enough to send us them in advance that people have looked at them and if you want to give a paragraph or two.

MR. FOX: Okay.

CHAIRMAN BRAGDON: And then we'll question.

MR. FOX: I'll start with the security staffing audit. That's the one that has the two tables on the front of it. The longer of the two. This particular scope statement, Proposed Scope Statement, does give some data regarding the appropriations, expenditures, and revenues for the Department during State Fiscal Years 2010, 2011. You can see that expenditures have run a little bit below what the total number -- total amount for the appropriations in revenues has been. We haven't found out what's the reason for that yet. But for the two years that would be the audit period, State Fiscal Years 2010, 2011, expenditures are running in about hundred and three million for each year.

The inmate population, which is Table 2 on that Proposed Scope Statement, shows that that actually breaks down the -- I'm looking at the paragraph between the two tables rather than Table 2, the inmate population for 2010 was around -- I'm sorry, I can't find it -- two thousand -- 3,063, and of that breakdown there's 2,838 male, 255 female which is a three and a half percent increase from State Fiscal Year 2009. On 2011, the DOC did implement programs to reduce the inmate population. And as of June 30th of last year the population was down to 2,644 of which those were 2,462 male and 182 females. I should point out that some of those females were housed in Rockingham County Jail. Not at -- not all of them are at the Goffstown facility.

The staffing, security staffing, just as a side bar here, when we met with the Department at -- at our entrance conference they indicated they would prefer the term uniformed staffing versus non-uniformed to separate the security staff versus what we term to be non-security, their rationale being that everyone in the prison is in the business of security. We agreed to that initially and then we went back to it because there is a classification called unit manager that's in the unit -- in the facilities but that is not a uniformed position. It's not a position that is certified by Police Standards and Training, which most corrections officers are. So we have gone back to the security versus non-security staffing verbiage.

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So we are looking at corrections officers — I'm on Table 3 on Page 2 — corrections officers during two thousand or at the end of State Fiscal Year 2010 there were 467 filled positions, 64 vacant positions and unfunded vacant were 57. That number went down at the end of State Fiscal Year 2011 -- yes, 2011 down to 395 filled positions with 98 vacancies and still 57 unfunded vacancies. All others in the Department were 392 staff and at the end of State Fiscal Year 2010 and 359 at the end of -- excuse me -- 2011.

The proposed scope for this audit is to look at the -- how efficiently and effectively -- excuse me -- the Department managed its security staff at the three principal prison facilities during State Fiscal Years 2010 and 2011. Again, as a reminder, those facilities are the Men's Prison here in Concord, the Northern Correctional Facility in Berlin and the Women's Prison down in Goffstown. So to answer this question, we would plan to review the Department's efforts to address our prior findings from Audits that came before and then we would do both performance audits and financial audits. We would review and assess their policies for security staffing, the procedures that they use, and industry practices that they use to implement those policies and procedures.

We would conduct interviews with security-related staff at the prisons, as well as managers, and reach out to anybody that might be considered an expert in the security staffing area. That would be folks outside of -- probably outside of the state.

We would survey security-related staff — that would be corrections officers — and review accreditation requirements and security-related industry practices. I should point out that at this point the DOC has voluntarily given up its ACA accreditation. They did that during last year. Prior years they were ACA accredited.

REP. HARDING: The American Corrections Association?

MR. FOX: American Corrections Association. So we would in this audit focus on the utilization of security-related staff within the confines of the prison, the reliability of the tools that they're using to assess their security staffing needs, and whether the security staffing tools conform to industry standards and are consistently utilized. I can answer questions on security staffing at this point.

CHAIRMAN BRAGDON: Director Mahoney first.

MR. MAHONEY: Mr. Chairman, I'd just like to point out for the Committee's benefit, Steve has mentioned that we were focusing this audit on security staffing within the prisons so we are not looking at the Division of Community Corrections during this audit. I just want to make sure the Committee was comfortable with that. We believe we would cover 93%, roughly, of the corrections officers in the Department of Corrections by limiting it to those people in the prisons.

CHAIRMAN BRAGDON: Thank you. Yes.

REP. HARDING: Thank you, Mr. Chairman. I actually have two questions. The first is about why the Corrections Department gave up its ACA accreditation.

MR. FOX: They said it was because of their staffing patterns. They did not meet the ACA minimum standards for staffing.

MR. MAHONEY: Excuse me.

CHAIRMAN BRAGDON: Yes, go ahead.

MR. MAHONEY: That was the result of budget reduction basically. They were trying to save costs by not paying the fee to become accredited and because of the reduction I

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think they had to make some cuts. But as I recall the conversation, it was mostly as a result of the money involved in getting the accreditation.

CHAIRMAN BRAGDON: Follow-up or go to your second question.

REP. HARDING: I just want to clarify. There's a little bit of contradiction between the two of you here. One of you is saying that it was because of the fact that we most likely wouldn't be able to meet the criteria because of -- that was related to budget cuts, but then there's a cost also associated with becoming a member. So I'm wondering -- my concern is that we can't meet the criteria, because the criteria is set nationally because it's a criteria everybody agrees to in terms of safety. So which is it?

MR. MAHONEY: I think we have a little bit of a contradiction here, as you pointed out. My recollection clearly was that it was simply a cost measure, but we will find that out for you and get that information to you.

REP. HARDING: I'd like to know.

CHAIRMAN BRAGDON: Representative Quandt.

REP. QUANDT: I may be able to help with that since I was on the original accreditation team. It takes hundreds of hours to do an accreditation. You have to go through every single policy and you have the standards you have to come up with, and it's very expensive and manpower. So I think both these gentlemen heard it right. It's just putting it together. The accreditation process is being dropped by some organizations across the United States. New Hampshire went into it for one reason.

CHAIRMAN BRAGDON: Money?

REP. QUANDT: No; to make the Commissioner look good

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and make it look good on his resume, and we objected to it at the time. We actually had, Representative, three loose-leaf binders about that thick of policies that we were supposed to know. We were told that if we didn't follow those policies and we got sued by an inmate, then the Department wouldn't back us. It was grossly unpopular internally, expensive, used up a lot of time, and really didn't amount to much at the end of the day. That's my opinion having lived through it for years.

CHAIRMAN BRAGDON: Further questions? Yes.

REP. DOWLING: Thank you, Mr. Chairman. I actually have two.

CHAIRMAN BRAGDON: Okay.

REP. DOWLING: The first one has to do with the numbers, the budget. And I'm looking that the expenditures are less than the appropriations. And I'm wondering if it's one of two reasons or both. When I was on Finance, we always used to -- it seemed the Department used to build in a 3 to 5% cushion to return to the general fund at the end of the biennium. So I'm wondering if that's why or is it because we're down in staff 20% that we would have less expenditure than the appropriation. Do you have any idea?

MR. FOX: We haven't yet investigated the budget. We are -- that is one of the first things we will be looking at. I'm not familiar -- I can't respond whether there were back-of-the-budget reductions for DOC so I don't know at this point, but that will be one of the first things that we are looking at.

REP. DOWLING: Okay, great. And my second question is you mentioned that we have women at Rockingham County.

MR. FOX: Yes.

REP. DOWLING: They used to be at Strafford. Was there

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a proposal for less funds or something that they've gone from Strafford or Stratham now to Rockingham? 'Cause they used to be at the other prison. So it is Rockingham they are at now?

REP. QUANDT: I think there are some.

MR. FOX: I believe. I can check on that, verify that.

SEN. LARSEN: It's only about 15 women in there. I believe it's Strafford.

REP. DOWLING: I thought it was Strafford, too.

REP. QUANDT: Strafford has them, Cheshire County now has them, and I think Rockingham may have a few. Cheshire County just built a many, many million dollar facility and moved it from Westmoreland to Marlborough.

SEN. LARSEN: Yes, those are county.

REP. QUANDT: That's county but so isn't Rockingham, so isn't Strafford.

SEN. LARSEN: No. The Department of Corrections has had a contract with Strafford to house a certain number of women. There were as much as 25 there.

CHAIRMAN BRAGDON: The Town of Strafford or Strafford County?

SEN. LARSEN: Strafford County.

REP. REAGAN: I thought the Rockingham women prisoners were also in Strafford. They didn't have any women.

REP. DOWLING: I think you're right.

CHAIRMAN BRAGDON: Anything east of Milford is kind of all one big town to me. So we'll get some --

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MR. FOX: We'll verify that.

REP. DOWLING: Therefore, I do have one follow-up.

CHAIRMAN BRAGDON: Yes.

REP. DOWLING: As a result of this -- these here. Do you think that -- I'm surprised that the Women's Prison actually got the accreditation to begin with. We are saying how come we don't have it anymore. I know it's money and I don't know if we meet the criteria; but I'm surprised the Women's Prison met the criteria in the first place.

CHAIRMAN BRAGDON: Or if it did, it might tell you something about the ACA. Representative Foose.

REP. FOOSE: As part of your work -- thank you, Mr. Chairman. As part of your work, could you let us know how many other states have dropped the accreditation?

CHAIRMAN BRAGDON: Good idea. You all set? Senator Larsen.

SEN. LARSEN: As you're doing this it would also be helpful, sometimes prison data is aggregated, but having anything you can to separate the women's data from the men. We frequently in the inner agency count on the offenders find that there's not separate data; staffing patterns, probably things like that. Also, there's -- some of the decline in population you mentioned was legislatively directed and so probably we can tell from the years the differences between when it was legislatively directed to have more community supervision and also to look at if the -- if there is an effect on probation returns because we increased the Probation Board's ability to return people at a greater rate than the first legislation. So those kind of population shifts would be interesting. How many people are getting sent back for 90 days or longer.

MR. MAHONEY: Senator, I'm not sure that this scope as we proposed would actually look at the probation side of it. It wouldn't as we presented it.

SEN. LARSEN: No, but the influx of people being returned not because of a first offense, not because of an offense but because of probation ordered returns.

MR. MAHONEY: To the extent that we can identify the reasons people are coming back we will do that. But again, our focus would be on the staffing side of it and not the prison population side.

CHAIRMAN BRAGDON: Right, not policy, Committee. Yes, Representative Harding.

REP. HARDING: Thank you, Mr. Chairman. Just a question for the Committee. I think one of the anxieties in the community is being able to monitor and provide services for people who are in the Corrections system once they're back in their home towns. And I hope we're not missing something really important to our communities by not addressing that side of it. I'm concerned that that is such an important part of what we're doing now and it's an opportunity to decrease cost and decrease recidivism; but if we are not doing it well, we are not going to accomplish anything. So I'm just a little concerned that we would lose the opportunity to take a look at that in the context of the questions we're asking.

MR. MAHONEY: If I may comment on that. We've discussed this internally because we were concerned about that as well. But the Division of Community Corrections is a relatively new organization, and that's one of the reasons why we don't think it's a good time now because not enough time has passed really to find out how effective and efficient they are so that that's a major concern.

The other concern that you should be aware of that we really haven't addressed here is that once we start talking

about the non-security staffing folks, we'll only have about 60% of those people covered by just focusing on the prisons. So contrast that with the 93% that I mentioned a little while ago for security staffing. So it is a weakness in terms of the approach that we are taking. But if we had -- if we expand it, we think it will be too big. We think the Division of Community Corrections probably be a separate audit in and of itself.

CHAIRMAN BRAGDON: And without the ACA accreditation, does that change how you look at things? Do you look at things -- different things or you look at things more closely? Does that change anything for you?

MR. MAHONEY: Not really, Senator. I think what -- we would be looking at the ACA with regard to their staffing models. We would be looking at other states to see if there are other staffing models out there besides ACA. But that would be a big focus of the criteria portion of our work. Steve, I don't know if you have any additional things to add there?

MR. FOX: I just want to add that so far what we found out is that the majority of states are not ACA accredited.

CHAIRMAN BRAGDON: Okay. Any further discussion on the security side? Is there a motion to approve the proposed scope?

** REP. REAGAN: I'll move.

CHAIRMAN BRAGDON: Moved by Representative Reagan. Is there a second? Second by Senator Barnes. Further discussion? All those in favor? Those opposed? There we go.

*** **{MOTION ADOPTED}**

CHAIRMAN BRAGDON: And now we move to the non-security side.

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MR. FOX: The second Proposed Scope Statement is the performance audit of non-security staffing. Again, it would focus on staff in the three facilities, the Men's Prison on North State Street, the Northern Correctional Facility in Berlin, and the State Prison for Women in Goffstown.

The one thing that we do need to point out, New Hampshire is unique in that it's placed its forensic unit, known as the Secure Psychiatric Unit, administratively and physically within the prison system. So that is something that we don't see in a lot of other states.

Additionally, the Department operates transitional housing in Field Services to oversee offenders placed in the -- in the community, and that would be the Division of Correctional -- Community Corrections which we just talked about.

Non-security, again, sometimes referred to as non-uniformed, these are people who have functions that are required by law and some of them are also under consent decrees, court orders, in terms of the services that they provide. These positions are generally in health care, mental health, food services. Some of the folks are involved in correctional industries. So there's a wider range of, in terms of tasks and operations, within the non-security rubric than there are within the security.

We'll be looking at primarily, again, the folks within the prisons. We won't be looking at the folks at DOC headquarters up over at the State Office Park. The people that are behind the scenes, if you will.

As of December 2011, the DOC had employed 642 full-time and part-time employees. 274 non-security positions were in the prison. 274 -- I'm sorry -- 246 of them were filled. This performance audit will attempt to answer the following question which is: Did the Department

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of Corrections efficiently and effectively staff its prisons with non-security personnel to provide inmate services during State Fiscal Years 2010 and 2011. In order to address this question, we will review staffing standards, literature, internal and external reports on the Department, other state audits of non-security prison staffing. We'll assess how the Department has determined what its non-security staffing needs are. We'll review their compliance with the laws, rules, and court orders, consent decrees related to specifically non-security positions and tasks. Look at their policies, procedures and practices related to staffing. We'll identify all the non-security personnel that primarily work within the prisons, analyze turnover, vacancy rates, use of overtime, and any related performance measures. We'll also be looking at the use of contracted non-security staff.

For instance, in the health care area, they do have contracts to hire folks that provide those services. We will interview, possibly survey the prison staff, management, other stakeholders, and determine if correctional officers are performing any non-security duties that -- any non-security duties that non-security personnel should be handling.

Again, just to recap, focus on the utilization of non-security staff within each prison, the reliability of the tools that the DOC is using to assess their staffing needs in this area, and whether the assessment tools are consistently utilized. Be happy to address any questions.

CHAIRMAN BRAGDON: Senator Barnes.

SEN. BARNES: How do halfway houses play into this or don't they?

MR. FOX: Halfway houses are under the direction of the or under the Division of Community Corrections. Basically, we would not be looking at that entity in this audit.

SEN. BARNES: Halfway houses aren't included as staffing. Okay. That's fine.

MR. FOX: Not for this particular audit.

SEN. BARNES: Thank you.

CHAIRMAN BRAGDON: Questions. Yes, Representative Harding.

REP. HARDING: Thank you, Mr. Chairman. I'd be really interested when you talk about other stakeholders that there be interviewing of inmates as well. They, for better or worse, they are our customers in this context and they -- it would be good to know what their feedback is. And as we sort of move more toward a rehab focus and really looking at trying to get people back on their feet, I think that's an important quality.

The other thing is, and I'm sure you'd be including this anyway, is education and training for both groups.

MR. FOX: I'm sorry, both groups? The security and non-security staff?

REP. HARDING: Right, right.

CHAIRMAN BRAGDON: Further questions. Is there a motion? Yes, Mr. Mahoney.

MR. MAHONEY: Mr. Chairman, I just wanted to point out that we do not plan to survey the general public, for example, for this audit. I just wanted to make sure Committee Members were aware of that. Because that issue has come up in this Committee in the past, and I've received some questions recently with regard to our GAL Board Audit where we did not interview the general public, although we did review every complaint filed by the public against the GAL. So from that perspective we did get input from concerned public, if you will.

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CHAIRMAN BRAGDON: Right.

MR. MAHONEY: But we did not intend to survey, for example, families of inmates or anything like that. So just wanted to point that out to the Committee.

CHAIRMAN BRAGDON: Representative Dowling.

REP. DOWLING: Yes. I just wanted to perhaps take us back to the fact of what was mentioned of interviewing some of the inmates, and I do know that you need to get when you go through that process, they need to want to talk to you and they need to sign a release in order for that to happen. But I know it can happen.

MR. MAHONEY: That's something we did not discuss at our entrance conference with the Department.

CHAIRMAN BRAGDON: Okay.

MR. MAHONEY: I'm assuming we can go forward with that. But, obviously, security issues may have an impact on that.

CHAIRMAN BRAGDON: I sense it's something the Committee is interested in, if it may be made to happen, but I understand there's some logistical issues there a little different. Any further discussion? Yes, Representative Harding.

REP. HARDING: One more comment. This is an issue that is pretty close to me right now because we have good friends from New Hampshire. He's an attorney here in Concord and she is an elementary school teacher here in Concord. They have a son who went to Derryfield and who is an addict and has been arrested in several different states because of his addiction and most recently he's been in prison in Pennsylvania. And he's moving to a halfway house. And this family -- he's, what, 29? 29-year old kid, with lots of bright future in front of him, at least there was,

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and his family has not been able to communicate at all with the Pennsylvania Corrections System to find out what the next steps are, what the plans are, when they can see him. There has been no ability to access information. And they are frustrated beyond belief and very concerned about their son. So when we talk about stakeholders, the stakeholders are, I think, significant. While you're not going to talk about families or talk to families, certainly when you think about suffering and perhaps ways of trying to enhance good outcomes, certainly the family's an important ingredient. And I'm not saying we should do other than what your plan is; but this was an experience our friends just had in this past week. So when you think about customers, you can extend customers beyond the inmate to the family 'cause it could be any of us.

CHAIRMAN BRAGDON: Further discussion? Is there a motion?

** REP. REAGAN: Move to approve.

CHAIRMAN BRAGDON: Representative Reagan and Senator Barnes, moved and second, to approve the scope for non-security. All those in favor say aye? Those opposed no? The ayes have it. The motion passes. The scope is approved.

*** {MOTION ADOPTED}

5. Discussion of potential audit topics.

CHAIRMAN BRAGDON: Item five, potential audit topics. I believe Senator Odell has been in touch with both of you or one of you, at least, to discuss the juvenile justice issues that we talked at our last meeting.

MR. MAHONEY: Yes, Mr. Chairman. Both Steve and I did meet with Senator Odell shortly after this Committee last met. Senator Odell is going to take our discussion and go with it from there. So we don't have any information to

bring to this Committee for its consideration.

CHAIRMAN BRAGDON: And I neglected to talk to him before this meeting. It looks like you have enough to keep you busy for a couple weeks, at least.

MR. MAHONEY: Yes, we do, Mr. Chairman.

CHAIRMAN BRAGDON: How will you be doing this in July? Will you be putting parts of the Corrections on hold to get focused on the Revenue situation?

MR. MAHONEY: Mr. Chairman, we're hoping that we get to the point where we just about complete at least one of these Corrections audits so that we can start the DRA audit in July.

CHAIRMAN BRAGDON: Okay. So we certainly could go a couple months without anything else in the queue and get a hold of Senator Odell to see what we can work-out on that.

MR. MAHONEY: Yes, we have plenty to keep us busy. Yes.

CHAIRMAN BRAGDON: Very good then. Does anybody have anything else?

7. Date of next meeting and adjournment

****** SEN. BARNES: Move to adjourn.

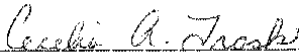
REP. QUANDT: Second.

CHAIRMAN BRAGDON: The Chair declares we are adjourned without objection. Thank you, everybody.

(Meeting adjourned at 10:35 a.m.)

CERTIFICATION

I, Cecelia A. Trask, a Licensed Court Reporter-Shorthand, do hereby certify that the foregoing transcript is a true and accurate transcript from my shorthand notes taken on said date to the best of my ability, skill, knowledge and judgment.


Cecelia A. Trask, LSR, RMR, CRP
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