

**REPORT
OF THE
COUNTY COMMISSIONERS
COUNTY TREASURER
AND OTHER
OFFICERS OF CHESHIRE COUNTY
NEW HAMPSHIRE**

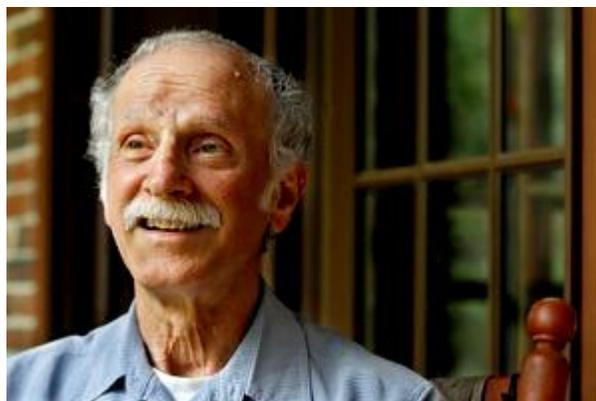
For the year ending December 31, 2016



Keene Sentinel Print Shop
Keene, NH
Printed in 2017

2016 Dedication

Dr. Gary M. Shapiro, Medical Director *Emeritus* for Maplewood Nursing Home: 2004-2016



Cheshire County dedicates its 2016 Annual Report to Dr. Gary M. Shapiro, in recognition of the 12 years of committed service he gave to Maplewood Nursing Home as its Medical Director.

Dr. Shapiro was born and raised in Maryland, and studied medicine at the University of Maryland. He moved to Keene with his wife Jane, and began working at the Cheshire Medical Center in 1976. In 2004, he retired from his work as a family physician and began working as Medical Director at Maplewood. He retired fully on June 30, 2016, thus completing 40 years of professional service to the Keene and surrounding community.

While at Maplewood, Dr. Shapiro greatly enjoyed his work with elders and the geriatric population. He was recently quoted in the Keene Sentinel as saying “In general, the people who have taught me things are the people who have come to terms with the end of life approaching”.

Dr. Shapiro’s approach with residents, staff, and families was always with a kind face and unending patience. In physician-patient relationships, he preferred the old ways of medicine and taking time to listen, gently pushing back the tide of current day pressure for time efficiency. His respectful mentoring and professional approach with staff was welcomed and revered.

Dr. Shapiro served our residents and families with unfailing humility, dignity, and grace. Countless residents and families have expressed how much it has meant to them for him to sit on the bed with the resident and to listen patiently. Throughout his time as Medical Director, Dr. Shapiro portrayed Maplewood’s mission to ensure that our residents feel they are worthwhile persons and that their ongoing value as human beings is recognized.

It has been an enormous privilege for the Cheshire County Nursing Home to have received 12 years of services from a medical professional so deeply committed to honoring the whole person. We are indebted to Dr. Shapiro for exemplifying this to our professional and ancillary staff throughout his years at Maplewood. He has left our community with great teaching and legacy.

TABLE OF CONTENTS

	PAGE
2016 Dedication.....	
List of Cheshire County Officers.....	
List of Cheshire County Delegation.....	
Report of Cheshire County Commissioners	
Report of Cheshire County Attorney	
Report of Registry of Deeds	
Report of Sheriff's Department	
Report of Alternative Sentencing Department	
Report of Department of Corrections.....	
Report of Information Technologies	
Report of Human Resources	
Report of Maplewood Nursing Home	
Report of Maplewood Facilities Manager.....	
Report of Safety Officer	
Report of UNH Cooperative Extension Service	
Report of Conservation District	
Report of Grants.....	
Report of Auditor	
Minutes of Meetings and Public Hearings.....	
County Delegation/Executive Committee Minutes	



CHESHIRE COUNTY OFFICERS

COMMISSIONERS	352-8215
Stillman Rogers, Chairman Charles Weed Vice Chairman Peter Graves, Clerk	
COUNTY ADMINISTRATOR	353-3031
Christopher C. Coates	
ASSISTANT COUNTY ADMINISTRATOR	283-3304
Rodney A. Bouchard	
COUNTY ATTORNEY	352-0056
D. Chris McLaughlin	
DEPUTY COUNTY ATTORNEY	
Kathleen O'Reilly	
ASSISTANT COUNTY ATTORNEYS	352-0056
Keith Cloutre, David Lauren, John Webb, John Gasaway Jr., Jean Kilham, Vanessa M. Wilson, Benjamin Maki, Eleanor Moran	
REGISTER OF DEEDS	352-0403
Anna Z. Tilton	
SHERIFF	352-4238
Eliezer Rivera	
TREASURER	357-0793
William Lynch	
REGISTER OF PROBATE	
Susan Castor	
DIRECTOR, ALTERNATIVE SENTENCING PROGRAM	209-1526
Michael Potter	
SUPERINTENDENT, DEPARTMENT OF CORRECTIONS	399-7794
Richard N. Van Wickler	
DIRECTOR, INFORMATION TECHNOLOGIES	355-3034
Robert Hummel	
DIRECTOR, FINANCE	355-3036
Sheryl Trombly	
DIRECTOR, HUMAN RESOURCES	399-7317
Wendy Hurley	
ADMINISTRATOR, MAPLEWOOD NURSING HOME	399-4912
Kathryn Kindopp, NHA	399-7302
DIRECTOR, NURSING SERVICES	399-4912
Theresa Woolbert	

**CHESHIRE COUNTY DELEGATION
2015 - 2016**

<u>District 1</u>	<u>Chesterfield, Hinsdale, Walpole, Westmoreland</u> Lucy M. Weber, 217 Old Keene Road, Walpole, NH 03608 Tara A. Sad, 82 North Road, Walpole, NH 03608 Michael Abbott, P. O. Box 174, Hinsdale, NH 03451 Paul S. Berch, 956 River Road, Westmoreland, NH 03467	756-4338 756-4861 336-7090 399-4960
<u>District 2</u>	<u>Alstead, Marlow, Surry</u> John E. Mann, 35 Prentice Hill Rd, Alstead, NH 03602	835-9095
<u>District 3</u>	<u>Gilsum, Nelson, Stoddard, Sullivan</u> Daniel A. Eaton, 1 Shedd Hill Road, Stoddard, NH 03464	446-3535
<u>District 4</u>	<u>Keene</u> William Pearson, 31 Elliot Street, Keene, NH 03431	714-9075
<u>District 5</u>	<u>Keene</u> John Bordenet, 22 Woodbury Street, Keene, NH 03431	352-0680
<u>District 6</u>	<u>Keene</u> Timothy N. Robertson, 3 James Hill Drive, Keene, NH 03431	352-7006
<u>District 7</u>	<u>Keene</u> Gladys Johnsen, 417 Pako Ave, Keene, NH 03431	358-5164
<u>District 8</u>	<u>Keene</u> Cynthia L. Chase, 110 Arch Street #38, Keene, NH 03431	357-2381
<u>District 9</u>	<u>Dublin, Harrisville, Jaffrey, Roxbury</u> Richard Ames, 12 Blackberry Lane, Jaffrey, NH 03452 Douglas A. Ley, 28 School Street, Jaffrey, NH 03452	532-6781 532-8556
<u>District 10</u>	<u>Marlborough, Troy</u> Marjorie J. Shepardon, 94 Pleasant St. Marlborough, NH 03455	876-4027
<u>District 11</u>	<u>Fitzwilliam, Rindge</u> John B. Hunt, 165 Sunridge Road, Rindge, NH 03461 Susan Emerson, P. O. Box 646, Rindge, NH 03461	899-6000 899-6529
<u>District 12</u>	<u>Richmond, Swanzey</u> Ben Tilton, 840 Old Homestead, Swanzey, NH 03446 James W. McConnell, P. O. Box G, Keene, NH 03431	726-0664 357-7150
<u>District 13</u>	<u>Winchester</u> Henry A. L. Parkhurst, One Parkhurst Place, Winchester, NH 03470	239-8945
<u>District 14</u>	<u>Dublin, Fitzwilliam, Harrisville, Jaffrey, Rindge, Roxbury</u> Franklin W. Sterling, 63 Monadnock View Drive, Jaffrey, NH 03452	532-8284
<u>District 15</u>	<u>Marlborough, Richmond, Swanzey, Troy Winchester</u> Bruce L. Tatro, 208 Old Richmond Road, Swanzey, NH 03446	352-3904
<u>District 16</u>	<u>Keene</u> Kris E. Roberts, 58 Grove Street, Keene, NH 03431 Larry R. Phillips, 171 Roxbury Street, Keene, NH 03431	352-1105 357-4315

2016 Report of the Board of Commissioners

Cheshire County was incorporated in 1769 and has 22 towns and one city (Keene) that serves as the county seat. The County encompasses 729 miles of land, lakes and ponds and has a population of over 76,000 residents.

The County has two branches of government, the Legislative branch that is made up of State Representatives who are elected every two (2) years and who serve as County Delegation members in addition to their duties in Concord as State Legislators. The Executive branch is the Board of Commissioners that consists of three (3) Commissioners, who are elected in the biennial election cycle. Two (2) of the Commissioners are elected for two (2) year terms each election cycle and the third is elected for a four (4) year term. The four (4) term rotates every election cycle among the three (3) Commissioners districts.

The Commissioner's responsibilities are to collectively administer the day-to-day business of the County that includes budgetary oversight of County operations, and the development of the annual budget that is sent to the Legislative Delegation for review, amendment, and approval. The Commissioners also are responsible for the development of County-wide policy, the authorization of department expenditures, the payment of invoices, the management of all County real estate, and the approval of hiring of all department heads excepting elected officials.

New Hampshire Statute dictates that all County's maintain a Department of Corrections (CCDOC). The Cheshire County Department of Correction continues to be a leader in correctional services state-wide and nationally and adheres to the mission statement "Where positive Correctional theory becomes positive Correctional practice".

In 2016 year CCDOC brought the certification and training of Correctional Officers in-house and withdrew from the Correction Officers Academy overseen by the New Hampshire Associations of Counties (NHAC). For the short time the program has been implemented it has already shown to be beneficial to CCDOC both financially and to increasing staff retention rates.

A second New Hampshire State Statute requires County's to fund fifty-percent (50%) of the cost of services to citizens of the County who qualify for Medicaid, and who are in need of nursing home level of care. This applies to residents wherever they may live, whether in the Cheshire County Maplewood Nursing Home, a private nursing home in or outside of Cheshire County and/or the state, and includes those who receive skilled nursing home, reside in assisted living facilities, and who receive in-home care. Cheshire County currently funds over 270 residents in this manner.

A major achievement in 2016 was the work that the Commissioners and Delegation completed to finalize a decision on the future of Maplewood Nursing Home. After many hours of discussions and investigation, and five (5) public hearings that were held in Sullivan, Keene, Westmoreland, Winchester and Jaffrey, a decision was made to maintain the nursing home in Westmoreland and to build a new wing that would house 75 single rooms and to additionally renovate the existing building. It is the goal of the Commissioners to break ground on the project in 2017.

2016 also saw the Sheriff's Police Dispatch Center move from its cramped basement dwelling to the main floor of the Old Court House now called County Hall. This \$700,000 renovation utilized \$75,000 from the tax base, with the remaining revenue raised through grants and unused capital reserves dedicated to the Keene campus. Because of this work the county is better equipped to ensure the safety of our county residents, police officers, and public safety staff.

The County continues to aggressively pursue grant opportunities to help to offset cost of capital projects that otherwise would need to be included in the County Budget.

In 2016 the County was awarded \$118,000 from the Land and Community Heritage Investment Program (LCHIP) for the restoration of the large windows in the 1858 building and 1911 addition of the Old Courthouse. This money along with a community match of \$118,000 will allow us to complete the work that is badly needed to maintain the integrity of the building.

The LCHIP award along with the grants received for the Dispatch Center amounted to over \$800,000 of significant renovations and restorations that were accomplished and that the taxpayers of this County did not need to fund. As funding from state and federal governments sources decreases, the County will continue to seek alternative funding options whenever possible and we will continue to diligently pursue these opportunities.

On behalf of my fellow commissioners I want to thank the employees of Cheshire County for their loyalty and dedication to the work they perform and especially for the care and commitment they show every single day in making the County a better place for all of us to work and live.

I especially want to thank the citizens of Cheshire County for their continued support.

In speaking on behalf of the Board of Commissioners, it is our honor to serve the County and we look forward to Cheshire County's bright future.

Respectfully,

Peter Graves
Chairman
County of Cheshire, Board of Commissioners

**DEPUTY
COUNTY ATTORNEY**
Kathleen G. O'Reilly

**ASSISTANT
COUNTY ATTORNEYS**
David Lauren
John S. Webb
Jean Kilham
Keith Clouatre
Vanessa M. Wilson
Benjamin W. Maki

CHESHIRE COUNTY ATTORNEY
STATE OF NEW HAMPSHIRE



D. Chris McLaughlin
COUNTY ATTORNEY

**VICTIM/WITNESS
PROGRAM**
Sarah McKenzie Hoskins
Julie J. Short
Jessica Survelas
Americorps Advocate

12 Court Street
Keene, NH 03431
tel: (603) 352-0056
fax: (603) 355-3012

Office of the Cheshire County Attorney - Annual Report 2016

The primary responsibility of the Office of the Cheshire County Attorney is the prosecution of felony level crimes in the Cheshire County Superior Court. The attorneys at the County Attorney's Office oversee major felony investigations, working closely with police officers and investigators. When an investigation is completed and referred to our office, the attorneys then review the reports, and a determination is made as to whether criminal charges will be brought. This process can include filing complaints in the 8th Circuit Court (which includes Keene District Division and Jaffrey District Division) and making presentations before a Grand Jury. The attorneys handle all pre-trial procedures, and if a case is not resolved by a plea or other non-trial resolution, it proceeds to a jury trial.

The case load at the Office of the Cheshire County Attorney continues to be heavy. During 2016, approximately 533 felony level case files and more than 147 probation violations were handled by this office. Attorneys formally presented approximately 731 charges to the Grand Jury for indictment consideration, and approximately 302 individuals were indicted. Additionally, attorneys from this office evaluated 190 DCYF reports, issued 38 "one party" authorizations (primarily to the New Hampshire Attorney General's Drug Task Force), and reviewed 129 untimely death investigations in Cheshire County.

The Cheshire County Circuit Court Prosecutor Program ("CCCCPP"), under the direct supervision of the County Attorney, continues to be successful. The program consists of the Regional Prosecutor Program ("RPP"), which prosecutes cases for nine (9) towns in Cheshire County, and the City of Keene Prosecutor, who prosecutes cases for the Keene Police Department. The prosecutors in the CCCCCPP are both Assistant Cheshire County Attorneys. The attorneys in the CCCCCPP handle all misdemeanor and violation level offenses that arise in the ten (10) participating towns/city, and also handle Administrative License Suspension hearings associated with DWI cases. Additionally, the RPP handles many of the nine (9) towns' serious juvenile matters. During 2016, approximately 612 case files were handled and processed from the nine (9) towns served by the RPP. The Keene Police Department Prosecutor's Office handled and processed approximately 1,627 cases during 2016. The cases handled by the CCCCCPP account for the large majority of all cases coming before the 8th Circuit Court – Keene District Division. The CCCCCPP has increased efficiency, improved officer training, and provided more uniform prosecution policies among participating police departments in Cheshire County. The towns and the City of Keene both benefit from the expertise and resources of the County Attorney's Office. Conversely, the County Attorney's Office benefits from increased communication between its Circuit Court and Superior Court prosecutors, who often encounter the same defendants, victims, and legal issues in the two different Courts.

In January 2016, Vanessa Wilson, the RPP's part-time prosecutor since 2014, moved from the RPP to become a full-time Assistant County Attorney handling felony cases in the

Cheshire County Superior Court. This change occurred as a result of the implementation of the Felonies First Program, which commenced on January 1, 2016. Vanessa has over thirty-two (32) years of experience as an attorney, including experience as a prosecutor in Sullivan County. In addition, as a result of felony cases being taken out of the Circuit Court effective January 1, 2016, the RPP has been able to operate with one prosecutor since Vanessa's transfer. Benjamin W. Maki, who was hired in May of 2015 as the RPP's full-time prosecutor, continued in that role throughout 2016. Ben is a 2010 graduate of Suffolk University Law School, and prior to coming to the RPP he had worked for four years for the Wilton (NH) Police Department as their full-time prosecutor.

Additionally, one of the Assistant County Attorneys, David Lauren, works under a federal grant, which requires 30% of his case load to be devoted to the prosecution of cases involving domestic violence. Consequently, David, in addition to handling felony cases in Superior Court, handles (in the 8th Circuit Court – Keene District Division) some of the RPP's and NH State Police's misdemeanor cases involving crimes of domestic violence.

Another personnel change that occurred in June of 2016 was that Jean Kilham, who had been the Keene Police Department Prosecutor since February of 2013, left that position to become an Assistant County Attorney handling felony cases in the Cheshire County Superior Court. This change was brought about as a result of former Assistant County Attorney John Gasaway leaving this office in February of 2016 to go to work for the NH Insurance Department. Jean is very hard working, is respected by law enforcement and the Defense Bar, and has been prosecuting cases in Cheshire County since she started with the RPP in March of 2008.

As a result of Jean's leaving the Keene Police Department Prosecutor position, in May of 2016 we hired Eleanor Moran to fill that position commencing on June 1, 2016. Ellie is a 2011 graduate of the University of New Hampshire School of Law, and prior to coming to work as the Keene Police Department Prosecutor she had worked for four years as a public defender in the Concord Office of the NH Public Defender Program.

In addition to the attorneys in the CCCCPP, retired Police Officer John Dudek assists as a part-time prosecutor for the RPP, handling mostly arraignments and review hearings in the Circuit Court.

In 2016, in addition to Jean and Vanessa, the County had four experienced prosecutors (plus me) handling felony prosecutions in the Cheshire County Superior Court – Kathleen O'Reilly, David Lauren, John Webb and Keith Clouatre. Kathleen O'Reilly is now in her 21st year with the office. Kathleen is extremely hard working and shoulders a heavy case load. Based on the size of this office, its growth over the years and the number of cases we handle at both the circuit and superior court levels, in late 2015, I created the position of Deputy Cheshire County Attorney and named Kathleen Deputy Cheshire County Attorney.

David Lauren is an experienced attorney in his 11th year with the office. He previously worked for the Maine Attorney General's Office, and as an Assistant County Attorney in Hillsborough County. David's focus is the area of domestic violence. Assistant County Attorney John Webb is one of our more experienced trial attorneys, having joined the office in 2007. John

is formerly of the Merrimack County Attorney's Office, where he was a veteran prosecutor. Prior to that, John served as a Law Clerk to the Superior Court. John's experience and expertise are highly valued. Joining our staff in late 2009 was Attorney Keith Clouatre. Keith is a very talented and experienced trial attorney who handles many of our difficult child sexual assault cases. Keith previously served as both an Assistant County Attorney and the County Attorney in Coos County.

The responsibilities of the attorneys in our office are many. All Assistant County Attorneys, the Deputy County attorney and I are available to assist local law enforcement with major case investigations and one-party authorizations. Additionally, an attorney must be available to consult on fatal accident scenes where potential criminal charges may be brought, as well as to consult on untimely deaths, and related investigations. Furthermore, I continue to meet monthly with investigators from the Keene Police Department and, upon request, with other law enforcement agencies. I also attend the monthly meetings of the Cheshire County Chiefs of Police Association, the Cheshire County SART (Sexual Assault Resource Team), the Cheshire County OREST (Offender Rehabilitation Support Team), the Cheshire County Domestic Violence Coalition and the Cheshire County Behavioral Health Court Programs. Moreover, I also attend the weekly team meetings of the Cheshire County Drug Court ("CCDC"), and I am responsible for overseeing all the cases that are resolved with a plea and sentence that involves participation in the CCDC. Furthermore, I, and all the prosecutors, prosecute the numerous violations of probation that are brought by the NH Department of Corrections.

In addition, the attorneys in our office meet regularly with members of law enforcement, social services, crisis workers, victim/witness coordinators, mental health professionals, and medical specialists in order to ensure the continued success of the Child Advocacy Center in Cheshire County. The ideology behind the center is the institution of multidisciplinary teams trained in the investigation and prosecution of physical and sexual abuse against children. They work together as a unified team from the inception of any report of child abuse that occurs anywhere in Cheshire County. The Child Advocacy Center is having a significant and positive impact on the investigation and prosecution of perpetrators of physical and/or sexual abuse on children.

Another important service provided by this office is that of liaison between victims/witnesses and the court system. The success of any prosecution hinges on victims and witnesses being informed of, and feeling comfortable with, the intricacies and nuances of the court system. Throughout 2016, this office had two victim/witness coordinators, Sarah Hoskins and Julie Frink. Sarah is a victim/witness coordinator of vast experience, originally starting with this office in 2004 as part of an AmeriCorps program focusing on victims of domestic violence. Julie is in her 9th year of working as a victim/witness coordinator for felony level offenses. Prior to her work as a victim/witness coordinator, Julie served as the Office Manager for the Cheshire County Attorney's Office. In addition, in September 2016, Caitlin Griffiths began working for this office as an AmeriCorps victim/witness coordinator working in the 8th Circuit Court – Keene District Division on domestic violence cases.

Lastly, the Cheshire County Attorney's Office administrative staff is responsible for the day to day operations of the office. In early 2016, the administrative staff consisted of Office Manager Chloe Bosquet, and Administrative Assistants Laurie Burt, Gayle Buchanan and Robin Eldridge, assisting the Regional Prosecutor Program. Aunaliene Swanson joined the team in February as a part-time assistant to the Regional Prosecutor Program, and Robin Eldridge moved over to assist the felony prosecutors. Robin left the office in June. As a result, Aunaliene then moved over to assist the felony prosecution team on a full-time basis, and in October Kimberly Sevigny was hired as full-time assistant to the Regional Prosecutor Program. Both of these new hires bring exceptional talent and energy to the office. Chloe and Gayle each joined the staff in 2009 and Laurie has been with the office since 2006. The administrative support staff continues to rise to the challenge of today's technology. Evolution in the field of technology is essential to address the ever-changing structure of the criminal justice system. The staff continues to advance in the mastery of the case management system Karpel, and the addition of Citrix Sharefile as a method of case file and document transmission made necessary by the implementation of the Felony First program. We are very fortunate to have an administrative staff that rises to these challenges. They are incredibly hard working and dedicated to the success of the office. They bring a positive attitude and a high level of professionalism to the office each and every day.

The biggest news from 2016 was the launching of the Felonies First Program in Cheshire County on January 1, 2016. This program changes the way felony cases are commenced in the court system. Under the "old system" anyone arrested on a felony level offense would have their case start in the Circuit Court, where an initial arraignment and bail hearing would take place. A probable cause hearing would then be scheduled, and if the court made a finding of probable cause (either after a hearing or a waiver) the case would then be "boundover" to the Superior Court. With the Felonies First Program, any felony arrests that occurred on or after January 1, 2016 (and based on conduct occurring on or after that date) are commenced in the Superior Court. Preparation for this change involved many meetings with law enforcement and other stakeholders in the criminal justice system, and, ultimately led to the development of a "cloud" based file sharing system to process the information needed to file charges in the Superior Court in a timely manner. In addition, as predicted, this change resulted in an increase in this office's caseload of approximately 23%. Ultimately, the implementation of the Felonies First Program led to the personnel changes within the Cheshire County Attorney's Office and the CCCCP as described above.

Another effort this office focused on during 2016 was preparing for how to effectively run and fund the Cheshire County Drug Court Program when its federal grants ended, which, for the most part, occurred in the fall of 2016. Part of that process involved looking at the Behavioral Health Court Program – as it has become more involved in the Superior Court with the advent of Felonies First – and trying to develop a comprehensive plan to run and fund programs for all court involved individuals who would benefit from mental health and substance misuse treatment services and supervision. However, many of the aforementioned funding concerns will be addressed through the recent legislation establishing a statewide drug court program, which will provide State grants to county drug court programs.

In conclusion, our biggest challenge of 2016, the roll-out of the Felonies First Program, went fairly smoothly, has saved police departments the expense of having officers attend

hearings that frequently never occurred, and, overall, was a success. In 2017, the biggest challenge we continue to face is responding to the continued influx of inexpensive and potent heroin and fentanyl to the region. It is anticipated that with that influx we will continue to see an uptick in crimes related to addiction. This office will respond to that challenge as it has in the past; namely we will continue to seek justice for victims of criminal conduct, which, ultimately, encompasses diligent prosecutions coupled with sentences that, where appropriate, balance punishment, deterrence (both specific and general) and rehabilitation.

Finally, the Cheshire County Attorney's Office continues to be grateful for the Delegation's and Commissioners' support of the Cheshire County Behavioral Health Court and Drug Court Programs, which are essential components of the rehabilitation prong of the criminal justice system in Cheshire County.

Respectfully submitted,

Chris McLaughlin
Cheshire County Attorney

Registry of Deeds 2016 Report

As the County of Cheshire Register of Deeds, I provide this review for the year ending December 2016.

We hope that the public will take advantage of the information made available for use by the public and by businesses to access property related information in Cheshire County. Both the County (www.co.cheshire.nh.us/Deeds) and the NH Deeds (www.nhdeeds.com) websites provide detailed instructions and information that will be helpful to the general public researching property records.

Our paper records provide the history of land transactions and other records for Cheshire County from 1771 to the present. All our information is retained on paper with microfilm back-up to ensure that the historical record will always be available. This includes records for what is now Sullivan County, which prior to its founding in 1827, was part of Cheshire County. The bound books are available for research in our office and we are working to make all our books available to be viewed on-line as well. We are presently scanning old books for the year 1889. Our Grantor/Grantee indexes for the years 1870 – 1900 are also available for on-line research. As we scan the older records it makes them available for on-line searching and retains the records in a digital format as well. When this project is completed, the land records of Cheshire County will be available in a print and/or digital format and will be archived on microfilm.

We are pleased to be the repository for the records of three well known land surveyors who left their collections of notebooks, maps and surveys to the Cheshire County Registry of Deeds. These invaluable resources are made available to our current surveyors to assist them in their research. We have been working to preserve and protect these records in order to continue to have them available for future generations.

The real estate market in Cheshire County appears to remain soft as reflected in our collected real estate taxes which saw a reduction from 2015 in revenue collected for the State and the County:

2013: \$3,382,080.00 2014: \$4,246,523.00 2015: \$4,460,115.00 2016: \$3,955,745.00

In 2013 the County portion of revenues from the transfer tax 4% commission was \$ 140,920.00

In 2014 the County portion of revenues from the transfer tax 4% commission was \$ 176,938.00

In 2015 the County portion of revenues from the transfer tax 4% commission was \$ 185,838.00

In 2016 the County portion of revenues from the transfer tax 4% commission was \$ 164,822.00

Revenue collected for L-Chip and sent to the State of NH was:

2013: L-Chip: \$204,912.00 2014: L-Chip: \$156,480.00 2015: \$175,200.00 2016:
\$177,480.00

Revenue turned over to Cheshire County in 2013 was: \$ 551,317.00

Revenue turned over to Cheshire County in 2014 was: \$ 493,472.00

Revenue turned over to Cheshire County in 2015 was: \$ 540,204.00

Revenue turned over to Cheshire County in 2016 was: \$ 529,451.00

Respectfully submitted,

Anna Z. Tilton, Register

Cheshire County Sheriff's Office

ELIEZER "Eli" RIVERA
Sheriff

TREVOR S. CROTEAU
Chief Deputy

ARLENE W. CROWELL
Director of Communications



12 Court Street
Keene, New Hampshire 03431

Telephone: (603) 352-4238
Fax: (603) 355-3020

www.co.cheshire.nh.us/sheriff

2016 ANNUAL REPORT

The Sheriff's Office continued its active role against the opioid and opiate crisis that our State is facing in 2016. I was fortunate to have been invited to the White House in Washington, D.C. with Keene Police Chief Brian Costa. During our visit we spoke to White House staff about the crisis we were facing and the need for funding. We've kept our partnerships with organizations throughout the county and continue to hold conversations with people who shared the same concerns as we do. Some of our newer partnerships are:

- Impact Monadnock, Early Childhood Intervention
- Southwest Community Service – Coordinated Access Point Program
- PAARI – Police Assisted Addition Recovery Initiative

One of the greatest accomplishments in 2016 was the relocation of our dispatch center. We moved the dispatch center to the first floor of the Cheshire County Hall, the old grand jury room into a start of the art communications center. A project at a cost of over \$600,000.00 was accomplished by the use of federal grants and previous year capital project funds and only required \$75,000.00 in new tax payer dollars. As mentioned in previous annual reports, we are constantly evaluating our communications infrastructure, thanks to the oversight of my Director of Communications Arlene Crowell, to ensure we are able to maintain police communications throughout the county without interruptions.

I am very pleased to have dedicated communication specialists, court security officers and administrative staff working at the Sheriff's Office and it's been an honor to have the following Deputy Sheriff's maintain their deputation:

Chief Deputy Trevor Croteau
Deputy Lieutenant Caleb Dodson
Deputy Lieutenant Todd Shanks
Deputy Corporal Donald Melvin
Deputy Michael Gorecki
Deputy Brian Riley
Deputy Denis Abrams
Deputy Mark Cotton

In 2016, we were fortunate to receive a grant from the State of New Hampshire - Operation Granite Hammer that allowed us to enter in a regional agreement with police

departments throughout Cheshire County to investigate drug offenses and trafficking in Cheshire County. This allowed us to appoint and deputize additional Special Deputies, within the County, for this purpose. Our Court Security Officers continue to provide a safe and secure environment at the Cheshire County Courthouse and our Communications Specialists are always alert and prepared to answer all calls for service received by the Sheriff's Office.

As we do every year, we saw increases and decreases in our services compared to the previous year (2015):

- Investigations conducted by our office increased by 11% from 63 to 70
- Arrests made by the Sheriff's Office decreased by 49% from 253 to 128*
- Motor vehicle violation stops decreased by 13% from 1317 to 1136
- Prisoner transports to and from court decreased by 14% from 2956 to 2524
- The service of civil processes decreased by 5% from 2792 to 2659
- Involuntary Emergency Transports increased by 28% from 56 to 72
- Service calls handled by the Dispatch Center decreased by 4%, from 56756 to 54458

We were fortunate to receive the following grants/funds:

- US Department of Justice Ballistic Vest Grant
- NH Highway Safety Grant
- Byrne's Justice Assistance Grant shared with Keene Police Department
- Department of Homeland Security
- State of New Hampshire – Operation Granite Hammer

We continued our contracted services with the towns of Sullivan and Gilsum generating approximately \$70,000 in revenue. We also signed a contract with the United States Army Corp. of Engineer for seasonal summer patrols at Surry Dam that generate approximately \$8,000 in revenue. In total, the Sheriff's Office generated approximately \$410,966.00 in 2016, excluding grants, in revenue for reimbursements and services it provided throughout the year, offsetting our Sheriff's Office budget by 41% of our total actual 2016 budget of \$987,755.00 (\$1,024,112 adopted). Our Communications budget did exceed our adopted budget of \$687,226 by \$3,166 due to unexpected overtime caused by vacancies and training obligations.

Our goal for 2017 is to continue to provide quality services to the county, continue to reach out to local organizations throughout the region and develop partnerships that will benefit our community and stay committed to our efforts to combat the heroin crisis affecting our community.

Sincerely,



Sheriff Eli Rivera

* Reduction in arrest is contributed in part to the reporting requirements for the State of New Hampshire.

**CHESHIRE COUNTY BEHAVIORAL HEALTH COURT PROGRAMS
(ALTERNATIVE SENTENCING PROGRAM & MENTAL HEALTH COURT)**

2016 Has been a year of changes for the two programs, Alternative Sentencing Program (ASP) & Mental Health Court (MHC).

Due to changes in the Court system, Cheshire County was one of two counties that were part of the Justice System’s “Felony First” pilot program. This changed the process of how felony charges are processed. All felony charges are processed in Superior Court instead of starting in Circuit Court for arraignment and probable cause hearings.

The Court’s procedural change has created more Superior Court involvement for Cheshire County Behavioral Health Court Programs (CCBHCP). The Department is now providing treatment options for the Superior Court with pretrial services instead of lengthy incarceration time for non-violent offenders whose illegal behavior has an addiction or other mental health condition to the arrest. If they are successful in the pretrial phase, they are continued as post adjudicated services. Currently we have 43% CCBHCP’s participates are involved with Superior Court.

Alternative Sentencing Program was introduced to the County in 2001 and Mental Health Court two years later. Each program was funded through Federal grants for the first three years before they were totally funded through the County. The County became “payer of last resort” if the individual participant did not have the means to pay for treatment.

With the continuation of the Affordable Care Act and New Hampshire Medicare Expansion Program, the financial responsibility for treatment shifted from the County to insurance providers. The transfer of payment responsibility saved the County’s tax payers \$50,157.92 in provided treatment. If these two insurance programs are eliminated with nothing to replace them, the tax payers of the county will once again be providing direct payment for treatment services for this segment of our population.

In 2016 the total number of individuals served by the two programs was 113. Out of that 113, there were 50 clients carried over from 2015. 44 of these were a carryover from 2015 and 6 from 2014. The total number of new participant in 2016 was 63. From that number 28 were sentenced to ASP and 35 to MHC. This was a decline in the total number of participants from 2015 (124 individuals) to 2016 (113).

Number of Clients by Year and Program

	ASP 2015	2016
PARTICIPANTS:	37	38
	MHC 2015	2016
PARTICIPANTS:	87	75

One might assume that with more participants being sentenced from Superior Court's Felony First program that the process is taking long. At the time of this report there are currently about 50% of the clinical case loads that are sentenced through Superior Court.

From the 113 individuals seen, 33 were carried over into 2017. Out of the remaining 80 clients there were 49 who completed successful. This gives CCBHCP a percentage of 61% completion rate which is within the national average.

During 2016 there were a total of 63 admissions into the program. 28 were female (44%) and 35 males (56%). These are the same percentages that were reported in 2015.

Age Breakdown:

Between 18 and 21 = **3**

Between 21 and 30 = **40**

Between 31 and 40 = **10**

Between 41 and 50 = **5**

Between 51 and above = **5**

There were 28 individuals that were assessed to have a primary diagnosis of a substance misuse disorder. From that population 7 were found to have a co-existing mental health disorder (25%) and the remaining 21 individuals (75%) did not meet enough criteria to make a clear diagnosis for a mental health disorder. This does mean there is not one present but rather further assessing was needed once they not only achieved but maintain a drug/alcohol free lifestyle.

From those diagnosed with a primary mental health disorder (75 individuals) only 5 did not have a substance misuse disorder (6%) and the remaining 70 individuals (94%) did have a co-occurring substance use disorder.

The three most common mental health disorders were the following:

1. Post-Traumatic Stress Disorder
2. Major Depressive Disorder
3. Bipolar Disorder

The "primary drug of choice" is defined as the chemical that the person prefers and most often uses if available. If the primary drug of choice is not available they will go to their "secondary drug of choice" if they have one. That being said, the following is a breakdown of what the most common primary and secondary drugs of choice within this using population.

Primary Drug of Choice

1. Opiates/opioids (58%)
2. Alcohol (29%)
3. Cannabis (10%)

Secondary Drug of Choice

1. Cannabis (35%)
2. Cocaine/Crack Cocaine (19%)
3. Alcohol (10%)

The remaining 3% are using other substance that range from prescription psych medications to opiate replacement medications and crystal methamphetamine. It is also important to point out that those that think they are using Heroin (opiate) are in fact unknowingly using Fentanyl. Fentanyl is stronger than Heroin which is why there is a high percentage of over doses with Fentanyl or a combination of Fentanyl and some other drug(s).

Most of the participants had multiple charges but the following are the most frequent charges that they were convicted on:

1. Theft (include willful concealment, unauthorized taking)
2. Possession of a control substance(s)
3. Simple Assault

Other Statistical Data:

Using the 2016 admissions (63) the following information was gathered regarding the participants' employment and insurance status:

F.T. /P.T. Employed = 30 individuals (48%)	SSI/SSDI = 20 individuals (32%)
Unemployed = 12 individuals (19%)	Retired = 1 individual (1%)
NH Medicaid/ Medicare (including expansion) = 53 (84%)	
Private Insurance = 7 (11%)	
No Insurance = 3 (5%)	

There were 18,033 client days for 2016. "Client Days" is defined as the total number of days that the total number of client (113) seen in 2016 spent in the programs. The average length of stay for those in ASP was 170 and for the MHC participants it was 175. By dividing the total number of client days into the total funds that were spent for 2016 (\$179,962.43) you come up with the cost that represents what was spent per client per day.

TOTAL COST PER CLIENT PER DAY = \$9.98

New Hampshire continues to be in the grip of an addiction crisis. At the time this report was written (February 2017) the latest statistics for 2016 showed the State of New Hampshire recorded 369 drug related deaths (78 cases were still pending toxicology reports). This number is likely to increase.

324 of those deaths were related to the misuse of opiates, opioids and Fentanyl. Although it appears that there is a crisis with opiates the real crisis is the disease of addiction with the "drug of choice" currently belong to the family of opiate related drugs. Just as alarming as these numbers, is that lack of adequate treatment for those individuals who are seeking help to arrest their disease.

The creation of "Recovery Centers" staffed with Recovery Coaches offers some assistance but these agencies are not treatment facilities. They are designed to provide support for those waiting to get into treatment and post treatment. The wait for treatment can be very lengthy (2 to 4 months for those incarcerated and 1 to 2 months for those not incarcerated).

The lack of addiction treatment is one of funding and staffing. The State is only placing 1.58% of the 5% that was said to be allocated for treatment and prevention from the profit of the State Lacquer and Wine stores. Currently New Hampshire is to be receiving several millions of dollars from the Federal government to aid in our State's addiction problems. How much of this money is to be going into treatment and prevention?

The addiction crisis needs to be addressed on multiple levels of education and prevention that starts in the elementary level of schools, treatment agencies and facilities and law enforcement. Law enforcement is important but the majority of the money needs to be on prevention and treatment.

Most of the individuals that suffer from Substance Misuse Disorders also suffer from a co-occurring mental health disorder. This is another treatment area that is lacking in this State. Perhaps there is a need to pay closer diligences to the funding for both these areas and to make sure that the money coming into the State for these areas are actually being spent on these issues.

Respectfully Submitted

Michael Potter
Director, Behavioral Health



**825 MARLBORO ROAD
KEENE, NEW HAMPSHIRE 03431**

www.co.cheshire.nh.us/hoc

Richard N. Van Wickler, Superintendent

Cheshire County Department of Corrections Annual Report 2016

The Department of Corrections continues to be the spearhead of innovation and change through its policies and practice in Corrections.

Several media pieces have been created around the opioid crisis and featured Cheshire County Department of Corrections inmates and Staff. Most notably an NHPR segment aired nationally and a documentary on mass incarceration was released early in the year. The film “Incarcerating US” premiered at George Washington University and featured brief shots of our jail, some of its staff and the Superintendent. MSNBC contacted us during the primary season to do a story on the opioid crisis, but that story was trumped by other pressing issues during the campaign season and did not materialize.

Barnes Peterson, our mental health clinician, who was held significantly in high regard by our entire criminal justice system and community at large retired after 17 years with us to join the monastic life and pursue his passion for meditation and enlightenment. Barnes is now a full-time Monk residing at Temple Forrest Monastery in Temple NH. Dr. Dan Edwards replaced Barnes and is an excellent addition to our staff.

CHESHIRE COUNTY SUPERIOR COURT

In 2016 Judge John Kissinger approached us about conducting some drug testing for offenders who had been released on bail with drug testing as part of their bail conditions. We began with two “participants” who were required to report 2 times per week. We report to the court for any missed times or positive drug tests. At the greatest we had 6 people on the program at one time. This has added an opportunity for offenders to remain at liberty with some additional accountability. The prosecutors follow up with us about participation. Currently CCDOC carries the cost of the drug tests.

CHESHIRE COUNTY DRUG COURT

Due to some philosophical changes and fewer participants in Drug Court our workload and urine testing was reduced quite a bit this year. Cheshire County Drug Court also contracted to a new lab company that opened their own testing location further reducing our UA numbers. In 2016 we conducted 1,073 urinalysis tests for CCDC (1,816 urinalysis in 2015). At 15 minutes per person to conduct a UA, this amounts to 268.25 (453.75 in 2015) man hours spent in 2016 for this task. In addition, the court sanctions some offenders to time incarcerated. In 2016 the CCDC held participants 76 times for either Violation of Probation or Violation of Sentence Conditions (146 times in 2015). This amounted to approximately 38 man-hours in labor to in-process these offenders (73 man hours in 2015).

VIDEO ARRAIGNMENTS

The video arraignment system continues to be used regularly and has become a normal part of our daily routine. While this requires some strain on staffing at times it is manageable as a whole and not an issue.

Video Arraignment numbers by Court:

Cheshire Superior:	29
Keene Circuit Court:	387
Jaffrey Circuit Court:	25
Other Courts:	14

FELONY FIRST

In 2016 Cheshire County was selected as one of the pilot counties for the Felony First program. The intent of the program was to streamline the judicial system and eliminate duplicative processes. There were some initial concerns that this would lead to extra work for us here. This program has had no detrimental effect on booking operations. From January through June Cheshire County was one of the 2 Counties participating and reporting on the impact. The previous judge had asked that defendants be transported to the courthouse instead of using the video system.

Capt. Morey, Cheshire County House of Corrections Booking Commander reported a decrease in pre-trial incarcerations with the Superior Court issuing bail on all felonies. Cheshire County's overall inmate population has decreased due in part to services such as electronic monitoring and random drug screening for defendants in the community.

2016 BOOKING STATISTICS

Inmates Booked with Charges-Pretrial and Sentenced-----	1,165
Males-----	885
Females-----	279
Protective Custody Bookings-----	399
Males-----	318
Females-----	81
Total Bookings-----	1,616
Total Releases-----	1,636

2015 BOOKING STATISTICS (for comparison)

Inmates Booked with Charges-Pretrial and Sentenced-----	1,408
Males-----	1,016
Females-----	361
Protective Custody Bookings-----	392
Males-----	325
Females-----	67
Total Bookings-----	1,769
Total Releases-----	1,833

DEMOGRAPHIC BREAKDOWN BY AGE

AGE	Male	Female	Total	Percent
Ages 17 – 25	342	77	419	30.41%
Ages 26 – 35	432	164	596	38.38%
Ages 36 – 45	201	57	258	14.75%
Ages 46 – 55	154	43	197	12.10%
Ages 56+	73	16	89	4.35%

DEMOGRAPHIC BREAKDOWN BY RACE

RACE	TOTAL	Percent
Black	124	7.95%
White	1,348	86.41%
Latin/Hispanic	12	.77%
Other Races	75	4.81%

BOOKINGS BY AGENCY

Alstead	3
Cheshire County Sheriff's Office	190
Chesterfield	18
Dublin	4
Fitzwilliam	4
Gilsum	0
Harrisville	0
Hinsdale	63
Jaffrey	33
Keene	635
Marlborough	7
Marlow	0
Nelson	2
Probation/Parole	68
N.H. State Police	145
Richmond	0
Rindge	7
Roxbury	0
Spofford	0
Stoddard	0
Sullivan	0
Surry	0
Swanzey	49
Troy	15
Walpole	17
Winchester	55
US Marshals-VT	140
US Marshals-NH	13

2016 Transport Log

Month	Federal Transports	
	Number of Transport	Total Hours
January	12	94.5
February	9	81
March	9	77.5
April	12	86.5
May	14	120
June	13	133
July	6	42
August	14	118
September	17	127
October	15	135
November	10	101
December	14	106.5
TOTALS:	155	1382

Month	County Transports	
	Number of Transports	Total Hours
January	18	20.5
February	5	17.5
March	4	12.5
April	6	21
May	3	7
June	9	37
July	3	8
August	2	6
September	1	2
October	3	10
November	2 (hospital stay)	76
December	2	13
TOTAL:	58	230.5

Month	Per Diem Officers	
	Number of transports	Total Hours
January	1	3.5
February	3	11.75
March	5	24.5
April	5	11.75
May	6	31
June	3	11

July	0	0
August	2	6
September	3	18.75
October	2	6
November	2	7
December	4	13.25
Total:	36	144.5

Totals for inmates housed 2016

Vermont Federal - average daily population - 42.2 = \$ 1,620,180
 NH Federal - average daily population - 8.3 = \$ 320,775
 Rockingham - average daily population - 1.1 = \$ 24,380

Total charged housing 2016:

- Average daily population - 51.6 = \$1,965,335

Inmate Programs. During the 2016 calendar year, facility tours were conducted for 224 individuals. The following agencies and organizations toured as individuals or as groups:

Keene State College
 Veteran Homestead Inc.
 First Congregational Church
 Merrimack DOC
 Liberty Mutual
 Monadnock Center for Violence Prevention
 Antioch New England
 Apostolic Lutheran Church
 Veteran DV Farm
 Islamic Community of Greater Nashua
 United Way
 All Saints Church
 Marlboro College
 Monadnock Humane Society
 Teamsters
 New York State Department of Health
 New York City Harm Reduction Coalition
 Monadnock Peer Support Agency
 Seventh Day Adventist Church
 Monadnock Restorative Community
 Winchester School
 Peterborough Rotary
 Monadnock Lions Club
 Peterborough Teen Challenge
 River Valley College

There are currently 180 approved volunteers that share their talents and skills through 19 inmate programs that are scheduled at different times during the year. In 2016 there were 4 inmates who passed the HISET examination that was given at the jail facility.

During the past year, sentenced male inmates supplied labor to the Town of Swanzey. This department in 2016 continued to supply the NHDOT with roadside cleanup for our adopted 2.4 miles of Route 12 in Westmoreland NH.

Special presentations, other than church related events, that were offered to inmates during 2016 included a speaking engagement by Yogi Lama Gursam and a musical performance by Richard “Dobbs” Hartshorne.

Safety and Security

Agency Statistics:

Total Assaults by inmate on officer	3
Total Assault inmate on inmate	15
Total fights inmate on inmate	13
Total Suicide Attempts –	08
Suicide (Out of Facility EM)	0
Open Sheriff’s / SP Investigations	1

Total Investigations for year

Sheriff’s Dept.	Keene Police	NH State Police
4 Delivery of articles prohibited	2 Drugs	1 Drug Introduction
2 Criminal Mischief	3 Assault	33 Video Requests
4 Escape from Electronic Mon.	1 Theft	Federal Marshal Requests
1 Escape and Bail Jumping	1 Criminal Threatening	7 Phone Requests
1 Property Destruction		
2 Fugitive from Justice		

Use of OC Pepper Spray	10
Display of OC	26
Use of Taser	0
Display of Taser	35
Fire Department Response	0
Rescue / Ambulance	2 paid by county per medical
	3 Booking PD’s / PC

Major Disciplinary	569
Minor Disciplinary	406
Guilty	476
Not Guilty	93
Dismissed W/ Prejudice	9

CCDOC Case Management Services

Summary and Accomplishments:

The Case Management Department, coordinated by Douglas Iosue, Licensed Clinical Social Worker collaborates closely with all CCDOC Departments to address the rehabilitative, transitional, and release-reentry planning needs of inmates. 2016 was a busy and productive year for Case Management Services and was marked by the following key activities, themes, and accomplishments:

- For the 7th consecutive year, hosted and supervised a masters-level intern. Marty Barnard is in the 2nd semester of her second-year internship in the Counseling Psychology Program at Antioch New England.
- The Case Manager has continued to maintain involvement and represent CCDOC on various **community groups, committees and initiatives/projects**. In 2016, these included: the Cheshire County Behavioral Health Court Program; the Cheshire County Drug Court Program; the Greater Keene Area Homelessness Coalition; the Community Network Team (CNT); The NH State Medicaid 1115 Waiver; Phoenix House New England (accepted a seat on their Advisory Board); and serving as Secretary of the Cheshire County Domestic Violence Coalition.
- The **Offender Rehabilitation Support Team (OREST)** completed its eighth full year, continuing to meet on a monthly basis. OREST enjoyed participation and representation from the following groups and agencies in 2016:
 - Cheshire County Department of Corrections
 - Monadnock Family Services (MFS)
 - Cheshire County Behavioral Health Court
 - Cheshire County Drug Court
 - Cheshire County Public Defenders
 - Cheshire County Attorney's Office
 - Phoenix House Keene/Dublin
 - Easter Seals
 - Planned Parenthood
 - Monadnock Service Link
 - NH Department of Field Services/Probation/Parole
 - Antioch New England University
 - Keene State College
 - DHHS: Division of Children, Youth and Family Services (DCYF)
 - Southwestern Community Services
 - Cheshire Medical Center/Dartmouth Hitchcock-Clinic Keene

- Monadnock Voices for Prevention
- Monadnock Covenant Church Aftercare Ministries
- White River Junction Veterans Administration
- In January 2016 testified in support of the extension of the **New Hampshire Health Protection Program (HB 1696)**, providing data and impact statements relative to the criminal justice population at CCDOC.

- The Case Manager has participated actively on the **Cheshire County Drug Court team**. The Program entered its 4rd year in June 2016. There are currently 20 participants. 5 new participants entered CCDC in Calendar Year 2016. Participation has included screening prospective offenders for clinical appropriateness; in particular, with regard to “risk-need” through the use of the Ohio Risk Assessment System (ORAS). In addition, the Case Manager has participated in weekly pre-Court treatment team meetings and attended most of the weekly follow up court hearings for Drug Court Program participants.

- Continued active collaboration and referrals to the **2nd Chance for Success Transitional Housing Program**. In Calendar Year 2016, the Program admitted 7 new clients referred by, and through, the CCDOC Case Manager.

- Continued the collaborative effort, in conjunction with Service Link to enroll uninsured offenders in **New Hampshire Medicaid Expansion (NH Health Protection Program)** at the point of release. With the on-site assistance of Audrey Roman, from Service Link, application or re-applications for Medicaid and the NH HPP were completed with inmates that were within 30 days of release from confinement (to community or to electronic monitoring). In calendar year 2016, 20 individuals were enrolled or re-enrolled in one of the health insurance plans now offered under NH Medicaid. The Affordable Care Act, NH Health Protection Program, and the collaboration between CCDOC and Service Link has resulted in a current rate of uninsured inmates at just 12%. This compares to 39% in 2015 and 63% in 2014.

- In September, in collaboration with Monadnock Restorative Community and the CCDOC Inmate Programs Department, developed a **Mentoring/Recovery Coach program**. This Program seeks to link motivated female inmates in recovery with a mentor/recovery coach when they are approximately 30-45 days’ pre-release. To date, 6 clients have been matched up with a recovery coach.

- In December, in collaboration with **Genesis Staffing Group** and the CCDOC Inmate Programs Department, developed an employment program. This Program seeks to introduce and orient inmates to the Genesis Staffing Group’s day labor and employment program when they are approximately 30-45 days’ pre-release. To date, 5 clients have attended this program.

- Over the past several years, while the number of total cases seen out of the Department has remained generally constant, there have been an increasing number of pretrial cases seen. And, many of these cases are individuals that have bail conditions that include either a specific treatment, housing, or other social service condition noted in a court order; or in some cases, a condition that reads “PR bail upon entry to clinically appropriate treatment.” These cases, and particularly those requesting clinical screening and assessment are more time-intensive. In

September 2016, we hired Stacey Lanza, LCMHC and allocated a portion of her work to the Case Management Services Department. This additional resource has not only been helpful in managing this increased workload, but will also now, for the first, time allow a clinician to be ‘cross-trained’ in performing the case manager’s role and tasks at CCDOC.

- In conjunction with the Offender Review Board, continued to develop and utilize Cheshire County DOC’s **Partial Release Program (PRP)**, as enabled under legislation NH RSA 651: 19. The Partial Release Program allows for offenders that meet certain stringent criteria to work at an existing job, have the opportunity to obtain gainful employment through work search, and/or to begin to participate in transitional supports and services in the community that will ultimately be beneficial in treating substance abuse, mental health, or co-occurring disorders.

Statistics from Calendar Year 2016 are as follows:

- There were **10** new applicants for the PRP
- There were **0** participants that were approved and started on PRP in calendar year 2015 that continued on the Program into calendar year 2016. (i.e.-no ‘carryovers’)
- **2** (of **10**) were determined to not meet criteria and not eligible to apply; the reasons for ineligibility were as follows:
 - Sentence was out of (Cheshire) County (**1**)
 - Disciplinary(ies) received during current incarceration: (**1**)
- **8** (of **10**) were considered initially “eligible” to apply according to CCDOC criteria
- Of the 8 determined to be initially eligible by CCDOC criteria, **3** did not actually start the Partial Release Program. Reasons for non-participation, despite being found initially eligible by CCDOC, were as follows:
 - prosecutor objection: (**2**)
 - participant opted not to pursue to Partial Release Program (**1**)
- Of the 5 that did participate in the PRP:
 - **4** successfully completed the Program (as of 1/11/17)
 - ✓ Of these 4, none were employed at the time of release from confinement; 3 successfully obtained employment during their time on the PRP
 - ✓ Of these 4, days on PRP ranged from 17 to 112 days; and total the total number of ‘jail days’ on the Partial Release Program, among the 4 participants, was 262 days. This translates to 262 days of community- based rehabilitation and a more graduated approach to release/reentry planning and community reintegration services.
 - ✓ This translates to 262 “Jail Bed Days” at an estimated total savings of \$29,868*
- **0** participants were terminated from the Program for non-compliance with rules:
 - *This formula for fiscal impact is based upon:
 - \$114 per day of incarceration.
 - Does not include off-setting costs per day for services or equipment on PRP (electronic monitoring)
 - Does not include fiscal benefit to the larger community in regard to individuals gainfully employed, on the tax rolls, etc.

Case Management Services Statistics:

January 1, 2016-December 31, 2016

	<u>2016</u>	<u>(2015 Comparison)</u>
<u>Total new cases:</u>	309	352
<u>Gender:</u>		
Male:	219 (71%)	230 (65%)
Female:	89 (29%)	122 (35%)
<u>Sentencing Status:</u>		
Pre-sentenced:	166 (54%)	160 (45%)
Sentenced:	134 (44%)	184 (52%)
Federal:	9 (3%)	9 (3%)
<u>Level of Case Management Service:</u>		
Full Assessment/Release-Reentry Plan:	178 (56%)	161 (46%)
Brief/Focused Intervention:	140 (44%)	191 (54%)

Inmate/Offender Profile

(Data/Statistics obtained at point of Case Management Intake):

	<u>2016</u>	<u>2015 (Comparison)</u>
<u>Percent of offenders presenting with:</u>		
Alcohol/Drug	88%	87%
Mental Health	62%	52%
Unemployed: (not on SSI)	63%	63%
Homeless or at risk of:	28%	24%
Disabled (on SSI or SSDI)	19%	14%
Developmental Disability	0%	1%
<u>Offense correlated with Substance Abuse:</u> (of those with a Substance Use Disorder):	94%	90%
<u>Primary Drug of Choice:</u>		
Heroin	62%	55%
Alcohol	23%	17%
Marijuana	4%	14%
Prescription Opiate	3%	9%
Cocaine	6%	5%
Synthetic	1%	1%
Other pills	1%	0%
	<u>2016</u>	<u>2015 (Comparison)</u>

Ohio Risk Assessment Level

Low Risk:	6	3%
Moderate Risk:	23%	23%
High Risk:	54%	58%
Very High Risk:	17%	16%

Housing Status at Intake:

Stay with family member:	47%	46%
Rents an apartment:	14%	17%
Homeless or potentially homeless:	28%	24%
Stay with friend:	10%	11%
Rents a room:	1%	2%
Owens a home:	0%	0%

Educational Level:

8 th grade or less:	1%	2%
Some high school:	23%	30%
GED/Hi Set:	21%	19%
High School Diploma:	54%	45%
College diploma:	1%	5%

Employment Status at Intake:

Unemployed (willing to work; job search)	47%	49%
Employed (position secure at release)	18%	23%
Possible employment/strong lead	15%	12%
Disabled (on SSDI and/or SSI):	19%	14%
Unemployed (min. willing, capacity to work)	1%	1%

Health Insurance Status at Intake:

Uninsured:	12%	39%
Private insurance:	6%	12%
State/Federal (Medicaid and/or Medicare)	24%	23%
New Hampshire Health Protection Program	58%	26%

Release-Reentry Patterns

(Data/Statistics obtained at point of Release-Reentry)

2016

2015 (Comparison)

Completed Referrals at Release-Reentry:

Emergency Shelter(s)	28	43*
2 nd Chance	7	43*

	<u>2016</u>	<u>2015 (Comparison)</u>
Informal Housing (family/friend)	11	13
Intermediate Housing (SCS, KHA Programs):	8	5
*2015 number includes emergency shelter and 2 nd Chance referrals combined		
<u>Completed Referrals at Release-Reentry</u>		
<u>Alcohol/Drug:</u>		
(Residential Level of Care):	49	59
Alcohol/Drug:		
(Outpatient Level of Care):	41	65
Alcohol/Drug:		
(Intensive Outpatient Level of Care):	42	25
Alcohol/Drug:		
(Medication Assisted Treatment):	56	7
Mental Health Services:	38	40
Medical/Primary Care:	66	69
Employment/Vocational Support:	30	36
Basic Needs/Assistance/Insurance/Other:		
SSDI	17	14
Medicaid/NH HPP	20	78
DCYF Involved	30	28
Child Support Modification	2	1
<u>Offenders Released to Monitoring/Court Ordered Programs:</u>		
Probation:	114	139
CCASP/MH Court Program:	41	34
Cheshire County Drug Court:	5	9
<u>Disposition: County/State</u>		
% released within Cheshire County:	92%	90%
% released to Massachusetts:	2%	2%
% released to Vermont:	1%	3%
% released to Rockingham County:	1%	3%
% released to Sullivan County:	2%	2%
% released to Hillsborough County:	0%	0%
% released to other state:	2%	2%

*data sets not tracked separately for these categories in 2015

Offender Recidivism (within Cheshire County DOC)

One (1) Year Recidivism Rates: (% Returning on new charges and/or VOP within 1 year of release):

2015:	31.4%
2014:	34.1%
2013:	30.1%
2012:	*data unavailable due Spillman>Xjail Conversion
2011:	31.3%
2010:	32.2%
2009:	29.7%
2008:	29.1%
2007:	31.1%
2006:	34.6%

Three (3) Year Recidivism Rates: (% Returning on new charges and/or VOP within 3 years of release):

2015:	*Data not available until Jan. 2019
2014:	*Data not available until Jan. 2018
2013:	46.5%
2012:	*Data unavailable due Spillman>Xjail Conversion
2011:	*Data unavailable due Spillman>Xjail Conversion
2010:	*Data unavailable due Spillman>Xjail Conversion
2009:	39.2%
2008:	44.6%
2007:	37.7%
2006:	46.3%

**Mental Health and Substance Abuse Recovery Services
2016 Annual Summary (September – December)**

Introduction

The Mental Health and Substance Abuse Recovery Services department at the Cheshire County Department of Corrections (CCDOC) underwent major changes in 2016. Barnes K. Peterson, long-time Mental Health Clinician and Director of the Mental Health department, retired from CCDOC after 16 years of service to Cheshire County. Prior to his departure, he recruited and trained a former trainee of his at CCDOC, clinical psychologist Daniel J. Edwards, PsyD. Dr. Edwards started working full-time as the Mental Health Clinician on September 19, 2016 and maintains primary responsibility for the mental health care of our inmate population. In addition to hiring Dr. Edwards, two full-time substance abuse and licensed mental health counselors were also hired. Danielle Marshall, LMHC and Stacey Lanza, LMHC work closely with Dr. Edwards and collaborate with the Correctional Staff and the Departments of Medical Services, Case Management, Safety and Security, Classification, and Programs to address the mental health, recovery, health care, and rehabilitative, safety, and housing needs of inmates.

Mental Health and Substance Abuse Recovery Services staff

Mental health services at CCDOC are directed by Dr. Edwards, who is a licensed clinical psychologist in the State of New Hampshire. Prior to CCDOC he worked for the New Hampshire

State Hospital, working closely with the NH State Department of Corrections and hospital patients that had been found Not Guilty by Reason of Insanity, as well as other serious and chronically mentally ill patients. Dr. Edwards has also worked for the Department of Mental Health in both Massachusetts and California in forensic inpatient and outpatient settings since 2008. In 2011, he completed a formal post-doctoral fellowship with Harvard Medical School at Massachusetts Mental Health Center in Boston, MA. Since arriving at CCDOC in September of 2016, Dr. Edwards has maintained a caseload of approximately 42% of the inmate population. Inmates with severe mental illness, behavioral disorders, and suicide and violence risk are prioritized for treatment.

Kate Robertson, MA, MLADC, LCMHC remains a part-time staff and co-facilitates the *Mindfulness-Based Stress Management and Emotion Regulation Program* with Rebecca Marshall, MEd, a yoga and mindfulness teacher and also a part-time staff. This program was originally created by Barnes K. Peterson in 2015 and continues to be offered to both male and female inmates on a weekly basis. An average of 8-10 men and 3-5 women participate each week. Since June of 2016, approximately 12 inmates graduated from the MBSM-ER Program.

Substance Abuse Recovery Services at CCDOC are provided by a combination of full- and part-time counselors. Kate Robertson, MA, MLADC, LCMHC and Rebecca Marshall, MEd each work 8 hours per week, while Stacey Lanza, MA, LCMHC is employed 32 hours per week, and Danielle Marshall 40 hours per week. This model works well to accommodate individual counseling efforts and various treatment groups offered throughout the week.

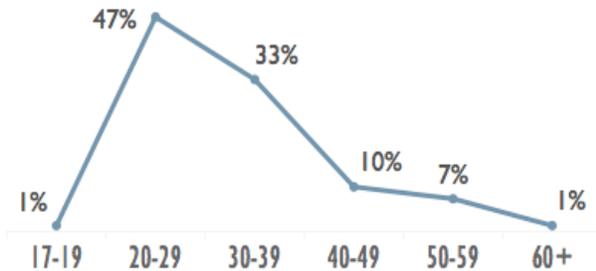
Mental Health Services

Demographics of inmates receiving mental health services

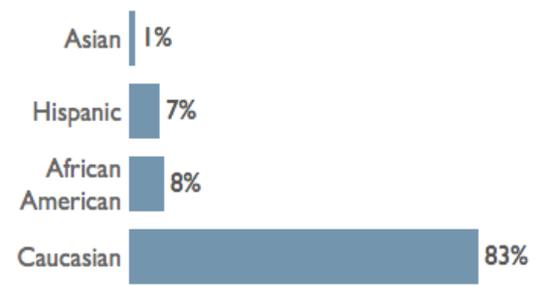
Of the total CCDOC inmate population from September through December 2016, 153 individuals received a mental health assessment. As reflected in the figure below, the demographics of inmates receiving mental health services paralleled those of the general population at CCDOC.

The majority of inmates receiving mental health services are 20 to 40 years old, Caucasian, male, county-incarcerated

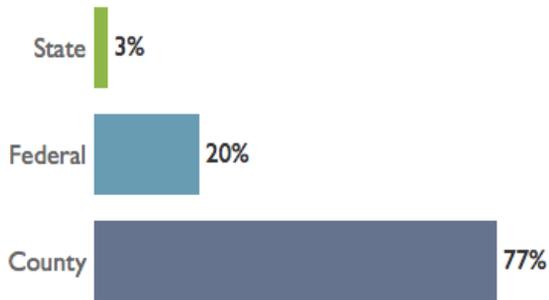
Age



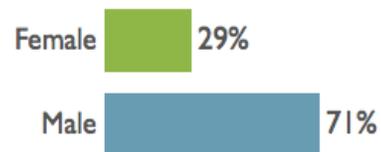
Race/ethnicity



Type of incarceration



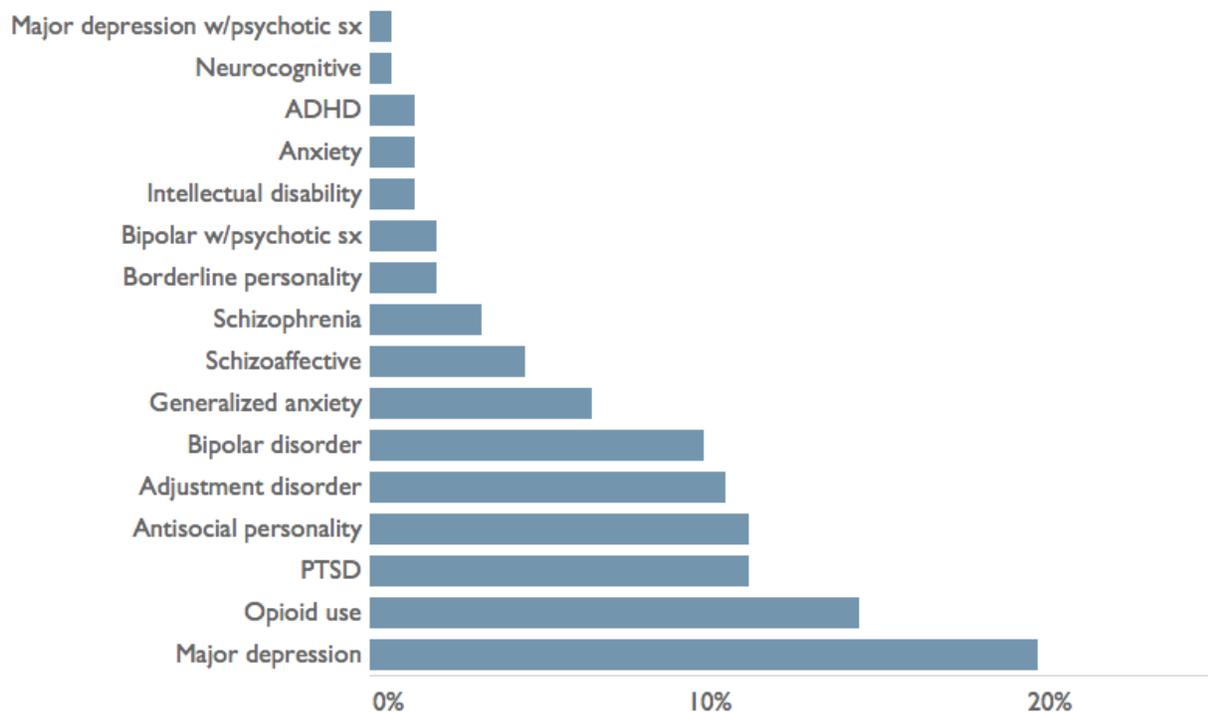
Gender



Primary mental health diagnoses

Of the inmates who received a mental health diagnosis, most were suffering with a primary diagnosis of major depressive disorder, followed by opioid use disorder. Other common primary diagnoses consisted of post-traumatic stress disorder (PTSD), antisocial personality disorder, adjustment disorder, and bipolar disorder.

Of all primary diagnoses, major depression and opioid use were most prevalent

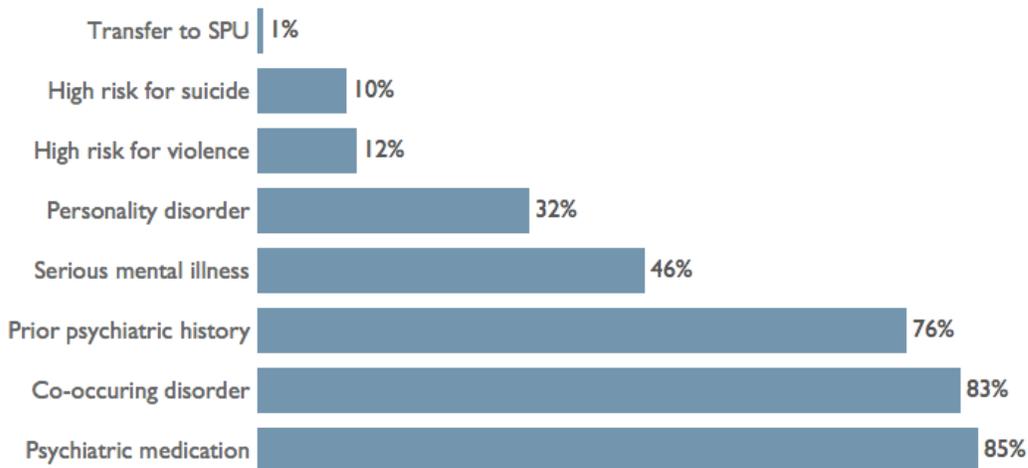


Of note, many inmates met criteria for an opioid use disorder as a secondary mental health diagnosis –approximately 48%. This combined with opioid use disorder as a primary diagnosis – approximately 15% equals an unprecedented 63% of all inmates receiving mental health services at CCDOC from September through December of 2016 suffered from opioid use disorder – a trend that likely reflects a growing concern in the State of New Hampshire. In addition, the prevalence of PTSD is surprisingly equal to that of antisocial personality disorder; this may run counter to common assumptions about inmate populations and their mental health needs.

Psychiatric profile of the CCDOC inmate population

The figure below describes some of the major psychiatric characteristic of the population of inmates receiving mental health services. The vast majority of those receiving care were prescribed psychiatric medication, had a co-occurring substance use disorder, and had a psychiatric history prior to incarceration. A minority were considered at risk for violence and/or suicide. Nearly half of those seen by Mental Health Services suffered from a serious mental illness.

Psychiatric profile of inmates receiving mental health care



Substance Abuse Recovery Services

Several *Recovery Groups* are offered on each housing unit (F-Block, R-Block, D-Block, and K-Block) to motivated inmates. These weekly groups are based on the evidence-based *Seeking Safety* curriculum and are open to all inmates. Participants receive a certificate of completion after attending 8 sessions.

Co-occurring substance use disorders

As noted previously, 83% of inmates with a mental health diagnosis also struggle with a co-occurring substance use disorder, the most common of which is opioid use by a significant margin. This number appears to reflect a more general regional concern regarding opioid use, and provides evidence for the need for ongoing, targeted efforts to help inmates in their recovery process – and the resources to support this work.

Opioid use disorder is the most prevalent co-occurring disorder



Internships and Collaboration with Antioch University New England

The Mental Health and Substance Abuse Recovery Services Department continued its collaboration with Antioch University New England's Psychological Services Center (PSC) that was initiated in 2004. Two doctoral-level student clinicians working at the PSC provided clinical

services for inmates at the CCDOC since September of 2016, with each trainee providing 1-3 clinical hours per week.

Our department also continues to provide Mental Health Counseling Internships for masters and doctoral-level students. In 2016, mental health interns Marty Bernard and Lilly Hughes-Dunn from Antioch University New England's Applied Psychology Program, and Ashley Cossette from Southern New Hampshire University, provided 20 weekly hours of individual and group counseling services for our inmates.

All services provided by masters and doctoral-level trainees/interns are offered at no cost to Cheshire County. Our department intends to continue to utilize trainees and interns each academic year to increase our capacity to meet the mental health and substance abuse recovery needs of our inmates. Each intern provides the CCDOC with 600 hours of service annually, and each doctoral-level student clinician from the PSC provides approximately 40-60 hours of clinical service per year.

Professional Activities

The majority of the current Mental Health Services staff recently joined CCDOC, therefore few professional development activities took place during the time of this report. Danielle Marshall completed a one-week training in Moral Reconciliation Therapy (MRT), a group treatment model that targets antisocial personality disorder and facilitates the development of higher stages of moral reasoning. The goal of this 16-week group curriculum has been shown to assist in the reduction of recidivism. This will be offered as a group at CCDOC in 2017.

Several staff attended a one-day seminar in November of 2016 which focused developing a better understanding of working with domestic violence perpetrators? Mental Health Services staff are also encouraged to participate in site-based training offered weekly through the Correctional Department, such as CPR, Prison Rape Elimination Act (PREA), Inmate Manipulation Awareness, and Suicide Prevention, etc.

Dr. Edwards has met with the chair of the Clinical Psychology Department at Antioch University New England to gauge interest in the development of a graduate seminar in Correctional Psychology as a cross-departmental offering at the university. He will be pursuing this throughout 2017, in order to support the use of evidence-based practices in mental health treatment services at CCDOC, in addition to raising awareness about the need for mental health workforce development in correctional settings.

2016 Summary for Training Hours, Certifications, Staff Retention

This year has seen the line staff turnover rate drop from approximately 38.9% (2015) to 27.2%. In all we replaced 17 positions in the 2016 calendar year. Of those leaving two were employed less than a month, and two others less than six months. One in that number, while certified by NHAC, was not a line staffer, but the Mental Health Clinician, Barnes Peterson. Discounting those instances would bring the turnover rate to 20.3%.

Time on the job for terminated officers ranged as follows:

Less than 6 months: 4
Less than a year: 1
Greater than 1 year / Less than 3 years: 8
Greater than 3 years / Less than 5 years: 0
Over 5 years: 4

There were a number of reasons for the departures stated in exit interviews: One took early retirement, two due to health concerns, three went to other Law Enforcement agencies, six left for civilian positions citing less stress, more money, and five others did not, or could not, meet the proficiency standard for the position and resigned or were terminated.

In 2016 we conducted orientation and FTO training program ten times, each a full five-week program including the mentoring week. This involved orienting and training nineteen new officers.

Of those 19 new hires 16 remain, or a retention rate of 84.2 % for new hires.

In 2016 we conducted 47 training sessions, consisting of approximately 317 hours of classroom/field training. This equates to approximately 3,693 man hours for officers in training, and 475 man hours for instructors. This is up slightly over last year's total training hours.

In 2016 we did not send officers to attend the NHAC Academy, but used in-house training to certify 12 officers training. Since the majority of these classes are done on their own time that saves us 2400 hours of training expenditures, along with travel time/expense and meals, and NHAC fees. Yielding a savings of approximately \$66,300 by not sending the 12 officers to the NHAC Academy. (That does not include the cost of overtime hours to cover their positions in the jail while they are attending the academy.)

In 2016, we continued to use targeted training to use the training hours responsibly and ensuring that the officers that needed specific skills reinforced got the opportunity to do so. This kept our training expenditures down considerably from previous years, and still provided a high standard for instruction of mandatory and supplemental training venues. In 2017 we will continue to schedule, train, and re-enforce the critical skills that are mandatory by policy, along with supplementing other skills used daily by our officers, such as searches, report writing, and interpersonal communication.

Respectfully submitted by the dedicated staff and administration;

Richard N. Van Wickler
Superintendent

Department of Information Technology 2016 Annual Report

The Cheshire County Department of Information Technology (IT) enables the business of all County departments by planning, deploying, supporting, and maintaining its data and technology infrastructure. Our infrastructure comprises computer hardware, software, networking, telephone, communication systems, and interfaces with external providers and agencies. The County's ability to serve its constituents requires an increasing level of technology in every aspect of its operations. The demand on the IT Department to support an increasing variety of systems continues to increase.

In 2016, the Cheshire County network grew to comprise over 268 workstations, 54 application, data, and management servers (physical and virtual), two video conferencing servers, three telephone PBX systems, and more than 200 individual telephones distributed over four primary campuses. In addition to daily support, the department delivers 7x24 on-call support for critical County systems operating the nursing home, the county jail, the dispatch center, and eight Cheshire County town police departments.

The IT department ensures continuity of business and data security for Cheshire County by implementing measures to support cybersecurity, disaster recovery, and resiliency. Our security model includes the layered protection of Internet filtering, firewalls, access restrictions, endpoint anti-virus and anti-malware protection, and constant monitoring.

This past year, the news was full of stories about hacking, breaches, and ransomware. More than ever, the requirement to implement and maintain a cohesive and comprehensive cybersecurity practice is a critical mission for this department. Monitoring of our public interface shows a nearly constant stream of deliberate attempts to gain access to our systems from all across the globe. In response, we continue to harden our systems to resist intentional malicious activity, have actively reduced our points of vulnerability, and have stepped up our monitoring and alerts.

On each campus, our network enables the operation of our security systems, camera monitoring systems, time clocks, telephones, and environmental control equipment. Additionally, the network carries the traffic for the inmate telephone, canteen, and video arraignment systems at the jail. In the Sheriff Department, Cheshire County town police departments using cellular modems require connections to the network in order to access our law enforcement information system. Other agencies, such as the NH State Police and E911 connect in on dedicated and virtual networks from across the state. The Finance Department uses the network for online banking, payroll, and processing reimbursements through state and federal agencies. The County Attorney Office requires a robust connection to the Internet for its hosted record management system. At the Maplewood Nursing Home, patient care is delivered through both wired and wireless systems to support its 24-hour operations.

As County users continue to expand the variety and scope of computer applications they use, so IT operational support must expand as well. Daily routine tasks include creating and maintaining network and email accounts, installing and configuring desktop and server software, updating programs and operating systems, unjamming printers, and helping users with basic computer tasks. The IT staff troubleshoots, maintains, and repairs all hardware and software systems in our network including workstations, servers, printers, scanners, desktop anti-virus, networking, and

backup and recovery. A key component of this is monitoring, patching, and upgrading the operating systems of all our networking and server components.

This department supports the Greater Monadnock Public Health Network. Operating out of the county jail, MACE staff has access to a phone and network package that can be deployed quickly, allowing the MACE center to activate without delay.

IT must also monitor County-wide compliance with external regulatory standards such as the Health Insurance Portability and Accountability Act (HIPAA) and the Criminal Justice Information Services (CJIS) Security Policy. Additionally, outside vendors that are installing or servicing their systems rely on IT as the primary point of contact and often require us to provide debugging and troubleshooting support.

The IT department completed or made significant progress on several major projects in 2016. All servers are now virtualized, providing significantly enhanced backup and recovery options as well as improved performance. County-wide, our backup, restore, and data recovery systems and plans were upgraded as well to include cross-site replication and disaster survivability. IT was also significantly involved in the instrumentation of the upgraded dispatch center.

My sincere appreciation goes to the County Delegation members, County Commissioners, Elected Officials, County Administrator, and Department Heads for their continued support of the Information Technology department.

Respectfully Submitted,

Robert L. Hummel
Director of Information Technology
Cheshire County

Human Resources Department Annual Report 2016

The Human Resources department is responsible for providing Comprehensive Human Resources leadership for the County and staff personnel. The Human Resources department consists of a Human Resources Manager and a Human Resources Assistant. HR continues to implement and administer the County's personnel program in accordance with the provisions of applicable laws, rules, regulations, policies and procedures. We work continuously to serve the 470+ employees of Cheshire County. The HR Assistant currently occupies an office at the Maplewood Nursing Home, full time M-F, while the HR Manager splits her hours and days between the Department of Corrections, Maplewood Nursing Home and Keene Court Street offices.

New Hires and Terminations of 2016

Human Resources is actively involved in overseeing the County's hiring and termination process. In 2016, the Human Resources department advertised, prepared job postings, screened applicants for vacancies and coordinated the selection of the positions.

Total number of applicants hired for Cheshire County in 2016	=	122
Total number of employees terminated from Cheshire County in 2016	=	122

EAP – Employee Assistance Program

Human Resources in conjunction with Cheshire County Management promotes an Employee Assistance Program to its employees and eligible members of their immediate household. Contractor, Anthem Blue Cross/Blue Shield, is in the business of administering Behavioral Health Risk Management Services, including Employee Assistance Programs, Work/Life Management Programs, Behavioral Health Disability Management Programs and Managed Behavioral Health Care programs on behalf of employers.

EAP Utilization Summary

Member Services

Employee/Household member/manager utilization rate = 6.55%

Contact Utilization = 11.00%

40 Service Requests:

- 32 Employees
- 18 Managers/Supervisors/HR

Presenting Issues:

Top 2 Presenting Issues

- Emotional/Psychological
- Family Problem/Child

10 Members received referrals for counseling visits.

Employer Services:

4 Manager/HR consultations concerning:

- Psychological Issues
- Workplace Issues

3 Critical Incident Stress Debriefings

Employees/Household Members/ Managers calling for EAP Services = 18

Employees/ Household Members referred to EAP Counselor = 10

Callers sought assistance for the following primary presenting issues:

Emotional/Psych	64.29%
Violence Domestic Abuse	7.14%
Family Problem/Child	14.29%
Medical	7.14%
Legal	7.14%

Recruiting & Networking

Recruiting efforts for 2016 included attending job fairs. The job fairs included The Keene State College annual job fair, all Red Cross LNA graduations in Vermont as well as Keene, Vermont Tech College Annual Job Fair, Keene State College Nursing Program, and the River Valley Annual Job Fair. Human Resources continues to promote Cheshire County Government as a premier employer in the area. In addition to the Cheshire County website, County posting sites, and other NH job sites, we continue to network with local area businesses and have been successful in posting employment opportunities at various localities.

I am a member of the Society for Human Resource Management (SHRM) and the Greater Monadnock Society for Human Resources Management Association (GMSHR). The GMSHR is a non-profit organization dedicated to providing professional development opportunities and networking to local HR professionals. Monthly chapter meeting topics vary from nuts-and-bolts program design seminars to more advanced HR strategy discussions.

Association of Counties – Human Resources Affiliate

I have been attending the HR Affiliate meetings for the past 16 years in Concord, NH. Human Resource Managers and Directors from other Counties are in attendance at these meetings. These meetings are held on the 3rd Friday of every month.

General topics of discussion:

- NH Retirement System
- Labor Law Updates
- County policies and procedures

Monadnock United Way – Fund Raiser

In 2016 the Human Resources Department worked with a team of individuals in the County to raise funds for the Monadnock United Way.

Employee Newsletter

The monthly Employee Newsletter continues to be a benefit to all staff. It provides recognition to our Employee of the Month which involves all County campuses, boosts morale, improves employee relations and educates employees on upcoming events within the County.

Various County departments provide information for the newsletter and we look forward to their continued support in providing the Human Resources department with this information.

I would like to thank and recognize Wendy Hurley, former Human Resources Manager for her 14 years of dedicated service to the organization as a whole, as well as being a strong mentor for myself over the course of the past 4 years. The department was not fully staffed the last quarter of the year, but we were able to get assistance through a temporary employment agency. Although this change in the department caused a temporary hardship there are many individuals who stepped in to assist and see the department succeed. I would like to thank the County Commissioners, Elected Officials, County Administrator, Department Managers and co-workers for their support of the Human Resources Department. I look forward to continuing to work with and serve all departments of Cheshire County Government in 2017.

Respectfully Submitted,

Stephanie Jardine
Human Resources Manager

ANNUAL REPORT FOR 2016 MAPLEWOOD OF CHESHIRE COUNTY

Maplewood of Cheshire County is a mission-driven care facility with a focus on being a safety net operation for elders of Cheshire County. We offer 2 levels of long term living opportunities for elders who are no longer able to have their care needs met in the community or other care situations; the assisted living facility as well as the nursing home. We are one of 3 counties operating an assisted living facility on their campus – this level of care offers a less costly and more independent alternative to a nursing home. While it provides 24/7 staff oversight including 3 meals/day and light housekeeping duties, it can also offer some minor levels of assistance (such as medication assistance) to residents. The nursing home offers the traditional long term care level and also offers short term rehabilitation options for elders whose goal it is to return to the community. Additionally, we are one of 3 nursing homes in the state with a special “atypical” unit designed to meet the needs of residents who have specifically challenging behaviors.

Update on the future of Maplewood

The Sub-Committee of the 23 member Cheshire County Delegation continued to meet throughout the early part of 2016. The architectural firm, EGA, presented multiple options including 3 options at the current Westmoreland location, and 4 different options for a location to be determined in Keene. There were subsequently 5 regional meetings to hear from the public and tax payers. The main conversation focused on location.

Delegation Sub-Committee members also offered meetings at Maplewood; one for residents, followed by one for staff. The majority of attendees at both meetings voiced support for Maplewood to remain in its present location. The full body of the Delegation met in October, and the majority vote was to remain in Westmoreland and to begin work on proposing a cost to building an addition and renovate the existing building.

The County put a building team together comprised of the County Administrator, the Assistant County Administrator, the Finance Director, the Nursing Home Administrator, and the Facilities Director. Steve Horton was hired in the fall as the owner’s representative and weekly meetings were then held to put out an RFQ for architects and builders. There was a strong response and each building committee member scored every firm on established criteria, narrowing the field. We interviewed 3 architectural firms and 3 construction firms, again using established scoring criteria, and chose Banwell Architects of Lebanon, NH and Engelberth Construction, Inc. based in Colchester, VT, with an office in Keene.

It bears repeating that this lengthy process has been taxing on staff, and it is my wish that we all continue to support and praise the staff of Maplewood for their superior work in an older institutional building. While changing regulations require individualized, personal care in a homelike environment, kudos to our staff for working hard to overcome our hospital-like setting and making this the residents’ home. After long examination of the problems with our aging building, the Commissioners, the Maplewood Citizen Task Force, and the Delegation’s Maplewood Committee have all decided that Maplewood serves a vital role in our community and that the county should continue to provide these services in the future.

Medicaid Managed care

Prior to managed care, Medicaid was a “fee for service” model, with the State as a single billing agent for us. Since 2013, the state of New Hampshire has been working with Managed Medicaid companies, and new Medicaid-affiliated provider contracts have led us to bill additional agents for non-emergent medical transportation, each with different contracted billing requirements/systems and stipulations.

The last residents dually eligible for Medicaid and Medicare were auto-enrolled into phase 1 of managed care in February 2016. The impact is that all are subject to the transportation portion of the managed care, which remains problematic in our region in that there is only one ambulance company and it has not signed with either of the MCOs. Work has been ongoing with more still required with DHHS, the MCOs, and providers, to move toward having Choices for Independent living (CFI), which affects our residents in assisted living facilities under Medicaid, as well as for all Medicaid long term care residents. We anticipate administrative burdens, and know that funding will in fact decrease. There have been several legislative delays to the launch date for managed care for CFI and nursing homes; however, at the least, providers are working together with DHHS and the MCO’s to plan out the next phase. There is already pending legislation for a possible additional delay, which is in sharp contrast to our newly elected Governor having called for this phase to begin 01/01/18. The most significant concern of the counties is the fate of the Pro-Share dollars – New Hampshire benefits from nearly 50 Million dollars annually in Pro-Share -- and if this support is not able to be passed through the MCO’s, the loss could be devastating to New Hampshire’s long term care and support services and immediately create additional tax burden to the counties.

ADMINISTRATION DEPARTMENT: Kathryn Kindopp, Nursing Home Administrator

Headed by the Nursing Home Administrator, the Maplewood Administration Department includes the Executive Assistant and Receptionist positions. Currently, the Executive Assistant oversees 6 receptionists: 1 fulltime, 2-part time, and 3 on call.

ECS

The original summer 2015 goal for IT to prepare the Finance Department for the New ECS has been newly projected for spring 2017. This has required that the nursing home continue running the Old ECS to track Resident Trust Fund Accounts and monthly Statements, and has required Medical Records to update both ECS versions for resident admissions, discharges, and Financial DPOAs. In 2016, we continued resolving report and contact information issues/discrepancies in both ECS versions. In late 2016, we joined a multi-department team to revise the New ECS Face Sheet to clearly and accurately reflect information needed by internal and external parties using the Face Sheet. In 2017, we will audit/remove activation fields for F-DPOAs in the New ECS.

Policies & Procedures

In 2016 we managed annual and as needed revisions, development, and distribution of 37 MNH Department policies & procedures. In follow-up to the 2016 Staff Survey, Department Heads worked with the Administrator to update the MNH Code of Conduct with a more positive tone and focus on personal responsibility, and to then provide staff education.

Resident Trust Funds

We are required by Federal regulations to be able to offer and manage resident trust funds. We must also have the ability to meet resident cash requests within stipulated time frames. In December, the Finance Director approved a slight increase in Resident Trust Accounts funds available at the MNH campus.

Staff Recognition Boards

During 2016, as in 2015, over 35 staff/consultant/volunteer recognition signs were posted in an effort to represent and thank all staff, volunteers, and consultants at Maplewood for their ongoing work and contributions. As there has been minimal feedback and no shared input on this initiative, the prep time seems to outweigh the benefit in outreach to staff. Along with this, it is also noted that the number of Maple Leaf's written to/from staff members has dropped from past years. Contributing factors may be that many notices are posted throughout the facility, that there are many occasions for recognition, and that departments do their own recognitions. The board has been accepted by HR for use in 2017 and the Maple Leaf Board will get a new design.

Reception/Receptionists

Receptionists answered the phone and handled call transfers/pages, greeted visitors sorted mail and deliveries, and assisted with many routine and special projects; including mailings, staff birthday cards, admissions packets, laminating, copying, and assembly jobs, as well as payroll distribution and handling Resident Trust Account transactions. Receptionists received deliveries of resident clothing and furniture, donations of gifts and items for residents, routed items to Laundry and Facilities, helped with Shepherd Program pick-ups and deliveries, and collected money for raffles and fundraisers. To be effective, receptionists must know the facility, staff and departments, and many policies and procedures related to resident and building safety. They are responsible for ongoing knowledge of and participation in emergency procedures.

Receptionists often encounter challenges with phone calls, visitors, residents, and staff in a setting where the expectation is that they are always courteous and helpful, know staff schedules throughout the facility, and respond immediately. While interactions are most always pleasant and friendly, we are noting an increase in discourteous or impatient behavior by visitors. We try to address occasional reports of customer service issues from a balanced viewpoint and revisit options for offering the best help possible without taking interactions and reactions personally.

2016 saw an increase in staff turnover in Reception and posed some staffing challenges during time off and hiring absences. In February, one part-time receptionist retired and went to on call status, while our other part-time Receptionist assumed those vacated hours. A per diem hire in February was terminated in early April. In June, our Fulltime receptionist completed her 10th year of employment, achieving a 4-week vacation benefit. Mid-July, our part time receptionist was promoted to a position in our Social Services Department, and our fulltime receptionist assumed a few of her hours. A replacement part time hire began work by early September, and will complete her first six months early March 2017. Our on-call receptionists are not as readily available as in the past, so that health-related and accrued time off absences are harder to cover.

Receptionists are scheduled 68.5 hours/week. The summer turnover resulted in a 2-month period absent a 31.5-hour position which overlapped with 11 days of earned time off by our full-time

receptionist. We were fortunate that on call receptionists helped to cover so much of this period, with one individual working over 226 hours.

Effective 7/1/16, we changed all holiday hours in reception to 8am-4pm (same as weekends). Recognizing that 2 of our 3 retired per diem receptionists are becoming less available, we attempted to hire more on call staff, but found that applicants want dependable part-time hours and that a commitment for only 10-30+ shifts per year has little appeal. In addition, the time required to become familiar with our overall operations makes it difficult even for part-time staff to learn much of what they are expected to know, and nearly impossible for new on call staff.

Temporary staffing agencies may be the fallback for coverage, but pose similar challenges, and for this reason we would not recommend volunteers or ALF residents to cover the desk. If unable to find MNH retirees with availability for on-call coverage, and as plans for facility renovations unfold, we will continue to consider options for the receptionist role, schedule, and coverage.

Additional items of note:

- Mar: Finance & MNH began learning Payroll Based Journal for 7/1 effective date.
- Mar: Began meetings/reviews of job descriptions for Pay & Classifications Study.
- May: Talled April 2016 Staff Survey Responses and prepared narrative summary.
- Oct: Placed revised Code of Conduct on Maplewood network as a read-only file.
- Oct: Annual Craft Fair, & Cider Social.
- 1280 visitors signed our log during 2016, not including volunteers and clergy.

We celebrated National Nursing home week in May 2016 with exciting offerings to our staff including a tasty meal to staff of all 3 shifts that is served by Maplewood management and the Commissioners. At the end of the year, we hosted the Commissioners' Longevity Awards luncheon to celebrate County staff achieving longevity milestones.

The Administrator continues to have statewide involvement in a number of initiatives involving nursing homes and the county. The Administrator remains the county liaison on the Long-Term Care Ombudsman's Advisory Committee, and remains one of the county appointed participants on the NHAC Executive Committee. Monthly meetings with the New Hampshire Association of Counties Nursing Home Administrator's Affiliate continue at the County Nursing Homes, and participation in Governor Commissions on Healthcare Workforce crisis as well as SB 553 brought the Administrator to Concord several times each month.

The State Survey process is required by CMS to be completed on a surprise basis every 9 to 15 months. Our 2016 Survey was successfully completed in April with 2 minor findings.

In early 2015, the Federal 5-star rating was reset and a high percentage of nursing homes throughout the USA lost one or more stars from their 5-star rating. The same happened to Maplewood of Cheshire County, and we dropped from 5 stars to 4 stars overnight. By the end of 2016, we regained a star and are back to 5 stars, though this will fluctuate based on multiple factors, not all of which are predictable or fully manageable – rather based at times on resident profiles such as the type of residents any given home is particularly good at working with, yet may affect quality indicators and thus the 5 star ratings.

SOCIAL SERVICES DEPARTMENT: Teresa Walsh, Director.

The Social Services Department is comprised of the fulltime Director, one fulltime Social Worker, two part-time Social Workers, and the fulltime Admissions Coordinator.

Admissions

In 2016, the department admitted 81 residents, 40 (49%) of whom were transferred from Cheshire Medical Center. Throughout the year we have had to consider our staffing levels at all times to determine how many residents we could offer services to while meeting their needs. We continue to have significant vacancies in our LNA and nurses, fluctuating between 12-20%.

Discharges/Deaths

Maplewood had 50 resident deaths in 2016. The facility discharged 27 residents back to their homes or to other facilities. Of the 27 residents discharged, 21 were able to return home.

Referrals

Maplewood received 512 referrals from home, hospitals or community agencies, as compared to 597 in 2015. Cheshire Medical Center accounted for 338 of the referrals this past year.

Reasons why residents/families are choosing Maplewood

- They do not want their family in other local homes.
- They are reporting we have good care.
- They have had a family member here in the past.
- They hear about our good reputation.

Department notes:

After a retirement of a long-term employee, the department hired Denise Ray as the new Social Worker. Denise is completing her Bachelors in Social Work with a graduation date of May 2017.

ENVIRONMENTAL SERVICES DEPARTMENT: Robin Rahe, Director

Housekeeping:

Maplewood takes pride in its reputation as a clean facility, absent the odors often associated with nursing homes. We strive to achieve an optimal balance between labor and material costs, and what is essential for maintaining cleanliness and infection prevention and control within our facility. Housekeeping operates 7 days a week throughout this nearly 75,000 square foot facility.

Daily routines include cleaning of 96 toilets and sinks, along with dry mopping and wet mopping of tile floors. Resident rooms are cleaned daily with scheduled routines for detailed weekly cleanings. This is an ongoing challenge and the staff did well in 2016.

2016 included 61 terminal room cleanings for room changes, precaution rooms, discharges.

In 2016, we put a flat mop system in service for the 3rd open and TLC units. The mop pail is smaller and the location more convenient for nursing when needed quickly.

Recruiting staff to fill vacant positions is becoming increasingly difficult leaving vacancies unfilled for several weeks at a time. We prioritize coverage and ensure resident areas take priority over management areas as one example.

Laundry: Regina Holt, Laundry Supervisor

The Laundry staff delivers personal clothing to the floors Monday through Friday, and delivers fresh linens to each floor daily. We continue to use Ozone in our laundry application, both for its reduction in hot water needs and to extend the life of our linens.

2016 began with multiple washing machine failures requiring repairs through Facilities. Replacement equipment was scheduled for 2017, but has been put on hold awaiting Delegation approval of the Maplewood renovation/addition.

Laundry has a demanding routine. Each day the staff wash, dry, and hand fold every piece of laundry, and count and stack each linen cart for each floor. Residents have all of their personal clothing washed. The linens are washed 7 days a week, and Laundry has continued to ensure that linens are clean and white as should be. Linens are replaced when worn out or when torn, to ensure quality. In 2016, the Laundry staff processed a gross weight of 527,623 pounds consisting of 11,184 loads of laundry. This was 31,000 pounds less than in 2015, but the volume load count was 444 loads higher.

In 2016, we revisited the schedule for laundry staffing, and the new rotation is much better for meeting facility and staffing needs. Laundry welcomes our volunteers each week, which started just about two years ago. We have two volunteers who come with their assistant, to do about one hour each of volunteer folding. We also have a sewing volunteer who addresses all of our residents' mending needs and whose services and attention to detail are greatly appreciated.

The Environmental Services Department looks forward to the upcoming year, with the possibilities for an upgrade to our facility to make improvements over what already exists. We take pride in our work and our focus will be to keep our customers happy and satisfied.

OCCUPATIONAL THERAPY DEPARTMENT: Gina Cutler, Director

The Occupational Therapy department is comprised of the Director, one staff occupational therapist, and one maintenance OT aide/LNA. The two registered therapists provide direct one to one skilled therapy services to eligible residents so as to maximize their level of independence. The OT aide/LNA provides maintenance therapy to many of our long-term care residents. In the 2016 year, 140 residents were served under a skilled OT program. The practice of Occupational Therapy in a skilled nursing facility is regulated by the National Board of Certification for Occupational Therapy, the Federal Center for Medicare and Medicaid Services and the NH State Board of Allied Health.

Examples of services provided by occupational therapy include splinting of the hands and upper extremities, Activities of Daily Living (ADLs, self-care tasks such as feeding or dressing), functional mobility training and retraining, exercise, safety education, home safety evaluations, cognitive retraining, and aquatics. We service residents who have been admitted to MNH for short term rehabilitation, with the goal of returning to the community, as well as our long term

care residents who have experienced a decline in functional status and wish to return to their maximum potential, or who wish to maintain their current level of function. Our goal is centered on our residents' goals to promote their desired highest level of function.

Since the Director of Speech Therapy's change from full time staff to a per diem staff in August 2015, the OT Director continues to oversee the speech therapy needs. Our two skilled therapists have also been providing assessments in swallowing safety and recommending appropriate adaptive feeding equipment and consistencies for diet in the absence of a full-time speech language pathologist.

In September of 2016, the rehabilitation department switched from handwritten paper documentation to electronic documentation with the software company Rehab Optima, in order to comply with the American Recovery and Reinvestment Act. The software is all inclusive and provides the platform for thorough case management, quality assurance, and billing. The addition of this software has enhanced our ability to effectively and accurately document our services, resulting in greater revenue identification and decrease in potential payment denials.

The Occupational Therapy department is committed to the Maplewood facility and its residents, and to the advancement and standards of the profession. We act as mentors and educators to OT students through fieldwork training and have a collaborative relationship with River Valley Community College. In 2016, we hosted two OT Assistant students from River Valley Community Technical College in their final level II fieldwork placements. We also participate in Maplewood operations through various interdisciplinary projects, such as the falls committee, annual health fair, and Quality Improvement. We are grateful to be a part of this wonderful organization.

SPEECH LANGUAGE PATHOLOGY DEPARTMENT:

The position of full time Speech and Language Pathologist remains vacant, however; on occasion, our former SLP Director, Caroline Renauld, can assist in providing some services. Our OT Director, Gina Cutler, is providing swallowing screens and assessments for adaptive equipment needs. When indicated, the OT Director is coordinating for the provision of speech therapy services.

PHYSICAL THERAPY DEPARTMENT: Laurel Moody, Director

Staffing: Physical Therapy is considered fully staffed weekly with one RPT/PT Director at 40 hours, one staff RPT at 35 hours, two PTAs at 40 hours each, one rehab tech at 40 hours and one rehab aid at 40 hours. The second rehab aid position remains unfilled and is not being actively recruited. The significant shortage of LNA staff across the area makes filling primary LNA positions difficult, such that filling those positions are the priority. The PT Director and nurse management and administration will decide the best plan for this position as circumstances around nursing shortages/coverage evolve.

Our one per diem RPT is no longer available to us; however, we were able to hire a new per diem PTA with experience both in long-term care and with PT modalities, who started August, 2016. This increases our departments per diem staff to two PTAs, only. We continue to actively recruit for more per diem staff, primarily RPT staff. These additional positions are important for vacation coverage and weekend therapy coverage.

Regulatory/Compliance: Therapy documentation and billing continues to be a focus for Medicare auditors, with special attention to the use of standardized assessments and documentation of medical necessity. As a result of this focus, there have been many changes in these areas over the last few years. ICD-10 (International classification of disease) went into effect on 10/1/15 for coding of medical and treatment diagnoses. A new subset of the 59 modifiers became effective on 3/1/15 which required modification of our billing sheets and practices (these modifiers are used to explain/justify billing).

A new section of the MDS was added effective 10/1/16, section GG. This section assesses mobility and ADL skills at onset of care and at discharge of care. It is being used by the Medicare program to track the improvements made during Medicare A covered stays and any decline in function after Medicare A services have ended.

Medicare has revised Physical Therapy billing codes for evaluation. There is now a tiered system based on the complexity of the patient and the number of areas evaluated. The previous one PT evaluation code has been replaced with three evaluation codes, indicative of mild complexity, moderate complexity or high complexity of patient and evaluation tasks. This requires further documentation to justify the choice of the evaluation code used. The reimbursement level of the three evaluation codes remains the same as under the one code system. There is currently no difference in reimbursement for the stable/low complexity evaluation versus the unstable/highly complex evaluation. Each of these changes increases the time and effort required to complete PT documentation, thus increasing the risk of an oversight by a treating therapist and the risk of denials. These increased risks require increased checks and double checks of documentation and billing. This process is greatly streamlined by use of Rehab Optima program for PT documentation.

Rehab Optima: Over the first half of 2016, the therapy directors (PT, OT, SLP) researched various electronic documentation systems for therapy. This included a trip with our Medicare biller to Hillsborough County Nursing Home to assess one of the programs in action. We settled on Rehab Optima for our electronic documentation, due to its high rating, strong support, and usage by therapists and intermediaries in this area. All other nursing homes within our county are using this documentation system. Having this usage in common eases the training of any per diem therapists (all disciplines), decreases the risk of documentation errors by per diem therapists, and may decrease the risk of denials given intermediary familiarity with the system.

Rehab Optima shares information with our electronic charting system (ECS), allowing information flow between the two. Information auto-populates into each system, thereby decreasing or eliminating the need to manually enter information in multiple places. This has improved efficiency of these tasks while decreasing the risk of human error. Rehab Optima has built-in reminders and system abilities to keep abreast of Medicare changes, and to aid in tracking all requirements to assure consistent compliance. The program has many built-in features to enhance therapist productivity, maintain compliance with all Medicare rules, and to assure all required documentation is complete. It can manage patient caseload to maintain compliance with Medicare orders for frequency and interventions, and maximize reimbursement.

All physical therapy documentation now is being completed by computer. Portable laptop computers were purchased in 2016 and put into service for this purpose. Laptops allow therapists to document at point of service with patient, allowing more timely and accurate documentation,

as well as allowing some documentation to be completed during billable time spent with the patient. Performing all documentation on the computer eliminates the risk of a Medicare denial based on handwriting legibility, which is a technical denial that cannot be appealed.

Denials: We continue to await a hearing with the adjutant law judge regarding two Medicare B appeals from 2013. Our Medicare biller reports it could be several more years before those cases are adjudicated. We have had no further denials of PT services under Medicare B that were not overturned at the first level of appeal.

ACP: Accelerated Care Plus provided 3 in-service trainings to therapy staff in 2016: 3/8-Pain Management, 8/11-Continence Improvement, 11/1-Upper Quadrant PENS. All licensed therapy providers, including per diem staff and the Administrator, are invited to attend these in-services, at no additional cost. We had a 65% average use of the ACP modalities for both Medicare A and Medicare B services, during 2016, and we continue to see excellent clinical results with the use of these modalities. ACP keeps us abreast of billing and regulatory changes regarding the modalities to aid in receiving the best clinical and financial outcomes.

ICF Statistics: All new admissions are assessed by PT. All ICF residents are assessed by PT staff on a quarterly basis for MDS completion and assessment of needs. PT Rehab Aide provides ongoing, maintenance programs with residents, as developed and implemented by licensed PT staff. PT Rehab Aide assists with providing LNA care to residents on the nursing units, whenever needed. In 2016, we averaged 23+ patients/month and 278+ visits/month.

DIETARY DEPARTMENT: Bethany Lawson Food Service Director; Liza Drew, Dietitian Glendale Senior Dining, Food Services vendor since April 1, 2015.

Bethany meets on weekdays as needed with both shifts to review and prepare staff for upcoming meals and tasks. She frequently attends monthly Resident Council meetings for input and feedback regarding meals and menus. Bethany and Liza initiated a new resident group called the "Food Committee" to work more closely with interested residents relative to food ideas, concerns and planning. The kitchen produces all 3 Nursing Home resident meals, Assisted Living resident meals, and staff meals. The kitchen also provides services for functions such as the annual volunteer recognition meal, the annual Staff Appreciation meals to all 3 shifts during National Nursing Home Week, and the annual Commissioners' summer picnic offering in Keene, as well as the Commissioners' Longevity Awards Holiday Luncheon.

Staff Turnover: Voluntary: 2 full time and 3 part-time, Involuntary: 1 full time and 2 part-time.

Inventory Issues: Walk-in cooler malfunctioned in March. We lost \$1,112.16 worth of perishables.

Extra Food Expenses:

- ✓ Snacks \$11,333.98
- ✓ Coffee \$17,466.40
- ✓ Thickened drinks: \$9388.89
- ✓ Thickener: \$2,716.18
- ✓ Café Drinks: \$1,873.46
- ✓ Magic Cups: \$4,377.62
- ✓ Assisted Living: \$407.37
- ✓ Activities: \$2,319.11
- ✓ Items for Keene (Finance & Sheriff's): \$316.63

- ✓ Meetings, etc.: \$769.66
- ✓ Staff Events: \$5,298.34
- ✓ Cider Social: \$426.32
- ✓ Restock/Rotate Disaster Supply: \$880.37
- ✓ Total Additional Food Expenses: \$57,574.33

Extra Supply Expenses: Assorted Small wares: \$2,714.76

Equipment Expenses: Assorted Equipment Purchases: \$1,963.96

Staff Meetings/Education: Focus for all dietary staff included the following topics:

Knife Safety	Personal Hygiene	SDS Review
Slicer Safety	Proper Handwashing	
Dementia Training	Food Safety Training	
Cooking Temps & Safe Food Handling	Electrical Safety	
Respectful Workplace/Harassment Training	Using the Correct tool for the Job	

ACTIVITY DEPARTMENT: Kendra Hall, Director

In April 2016, Steven Wilson retired as Maplewood’s Activity Director, following 16 years of service. He was succeeded in May by Kendra Hall, who has worked at MNH as a licensed LNA and Activities Aide since July 2005. In 2016, with staff hours equal to 6 positions plus the Activity Director, one aide retired, one staff member left voluntarily, three aides were hired, and one per diem continues to come in.

Throughout 2016, we continued our mission to meet the long-term care regulation requirements to *“provide for an ongoing program of activities designed to meet, in accordance with the comprehensive assessment, the interests and the physical, mental and psychosocial wellbeing of each resident”*. The Activity Department provided a wide variety of programs seven days a week including some evenings. Activity programs and care plans are individualized to meet the needs, interests and preferences of the Residents and are adapted as able to meet their current abilities.

We review each resident’s Activity Care Plan at least quarterly, and complete quarterly activity reports on every resident. At that time, we also make activity goal adjustments as indicated to remain current with the resident’s activity needs, interests and abilities. We meet as a department on a regular basis to review, plan, and evaluate our programs in order to remain resident centered. We also review new admissions and/or resident changes in order to remain current. Every month during Resident Council meeting we review the next month’s activity calendar for approval, and plan activities to meet the resident’s needs and interests.

We remain involved with and connected to the community in two primary ways. One brings the community to Maplewood; the other goes out into the community. We bring the community inside through volunteer involvement. Volunteers assist Activity staff with many programs and special events, and provide hours of visits to individuals, offering activities such as board games, pet visits, reminiscing, patio visits, gardening, and or social visits. In 2016 volunteers contributed a total of 4069 hours. This does not include the volunteer time of many groups, schools, organizations and clubs visiting Maplewood such as: The Westmoreland and Nelson Town Bands, The Keene Cheshiremen, Knights of Columbus as well as area schools and scout groups.

We also make trips into the community. Bus rides range from scenic rides and shopping, to visiting favorite area restaurants and scenic sites for picnics. Special outings for 2016 included trips to the Senior Olympics, orchard trips, and the Butterfly Museum in Deerfield Mass.

Our programs range from special events, large group, small focus groups, and individual programs, to events and programs that involve the community. In a given week we offer approximately forty different activity programs. The Activity staff also offer individual activities and visits, approximately two to three times weekly, especially for Residents who are less involved in the daily scheduled activity programs.

Maplewood music programs are among the most popular, meeting the interests, needs, and abilities of many Residents, and allow participation at a wide variety of levels. Most weeks we will offer 2-3 music programs. During December, we have extra music and special programs from outside schools and organizations. Many programs are special events and bring in entertainers and volunteers from the community. Instruments and genres include the banjo, accordion, piano, Country, Folk, Bluegrass, Swing bands, classical, as well as sing-along, line dancers, and Karaoke. The Residents' enjoyment is easily seen in their smiles. Participation ranges from dancing on the floor or in their chairs, to tapping a foot, a finger, or just listening. Many performers tell us that Maplewood is their favorite place to play, and receive genuine satisfaction experiencing how much their music is enjoyed.

We continue to provide a diverse environment to add stimulation and interest to our home. The Keene Quilters Guild donates beautiful quilts every year that go into the resident's rooms, perhaps on their beds or laps and at times hung as wall decor. An area florist donates fresh flowers weekly, and volunteers and residents create arrangements which are sent to the floors and resident rooms for their enjoyment. We have a very well loved cat on second floor, and fish, rabbits, and birds living at Maplewood, as well as dogs who visit on a regular basis. Staff, families and Residents enjoy the beautiful patio area with raised garden beds and vegetable gardens for all to work in or enjoy. All winter we feed the outdoor birds and have a wonderful variety of birds that are a joy to watch from the window areas overlooking the patio. During the summer months, we often have BBQ's, music programs and other events on the patio.

Throughout the year we schedule special events including a special Veteran's Day recognition program, the Annual Christmas Pageant, Summer Carnival, Annual Craft Fair and more. Residents continue to request and enjoy the "happy hour" program, a monthly opportunity for socializing around drinks with exotic appeal. Alcohol can be served to a resident with a supporting physician's order, and for many residents, it is simply participating in a fun social setting that makes this program attractive.

It remains a challenging but gratifying job to juggle all the expanding leisure needs and expectations with available resources. We are grateful for the donations we receive for Maplewood Activities. I want to commend the Activity staff and all the other staff at Maplewood who contribute to meeting our goal of providing quality activity opportunities for all residents. It remains an honor to work with such a committed team.

NURSING DEPARTMENT: Theresa Woolbert, DNS; Robin Nelson, ADNS

Nursing Department administration is headed by Theresa Woolbert, RN, BSN, Director of Nursing Services and Robin Nelson, RN, Assistant Director of Nursing Services. Sabryna Priest, RN, is our Quality Improvement (CQI) Coordinator and Infection Prevention & Employee Health Nurse, assisted by Hope Blodgett, LNA. Lisa Clouet, RN, Stephanie Sullivan, RN, and Leanne Finnell, RN, are our three Nurse Managers. Kaytlyn Levesque, LPN, is our Staff Development Coordinator.

Sabryna Priest, RN, BSN, QAIP completed the daily, weekly and monthly tasks of attending morning meeting, safety committee meetings, weight committee meetings, Supervisor and nurse's meetings, and NHICEP meetings. She organized and facilitated monthly QCI meetings, presenting infection information at annual Orientation and Review, on-boarding new staff, and monitoring infections. Additionally, throughout the year, Sabryna worked extra shifts to cover units as a floor nurse. She also provided staff with in-services and informal education on a wide variety of topics, including, but not limited to safety needles, ECS, flu vaccine administration, precautions and infection prevention.

Sabryna has updated the employee health board monthly to educate on various topics such as heart disease, nurses and nursing home week, health fair topics, and overall employee health. She played a key role in the organization of both the health fair and National Nursing Home Week (with added tasks of LNA and Nurse recognition during their respective weeks). She also spent time with travel nurses, educating them on the software used in nursing. She held flu clinics for staff at Maplewood and in Keene for other county employees. She also organized the residents' consents for and administration of the residents' flu vaccine.

Sabryna attended the Supervisor's Academy in-services, including falls, MS, flu prevention, defensive driving, MDS section GG training, aromatherapy, and the NHAC annual conference and CMS Final Rule education. With the many changes to CMS regulations and in an effort to improve our day to day operations, she has amended and submitted changes to many policies and procedures.

Sabryna has also attended job fairs to help recruit more staff. A large amount of time in the last quarter was dedicated to deciphering and analyzing the CMS Final Rule changes and implementing changes to remain in compliance with new rules. She was always on the ready to help with new admissions, problem solving, and assisting with resident care.

Kaytlyn Levesque, LPN, SDC completed the daily, weekly and monthly tasks of attending morning meetings; Supervisor, LNA, Ward Aide, and nurse's meetings, safety committee meetings, CQI meetings, weight committee meetings, and Harmony Healthcare exit interviews. She was responsible for organizing and facilitating Annual orientation and Review, and planning and organizing monthly educational offerings for staff. Examples include CPR, new hire orientation, Behavior Investigation Packets, aromatherapy, and LNA and Nursing skills.

Kaytlyn worked with LNA Health Careers to utilize our facility for classroom and clinical space. She also worked with Keene State College and Cheshire Careers to hold their RN clinical training on site, which unfortunately fell through. River Valley Community College RN students completed their LTC clinical training on site, which Kaytlyn organized and monitored.

The Staff Development office moved into the old Medical Records office, a larger room affording training space. The Staff Development Assistant transferred to another department and it was decided not to refill the position at that time. Much time was spent investigating the benefits of an online learning program called "Relias" for possible use in the Staff Development office. This involved no less than 6 phone conferences with Relias representatives. Relias Learning is an online educational site where Staff Development will be able to track licensure, CEU's, and completion of required education. This required Kaytlyn to collect all nursing staff's email addresses and enter them into the system.

Kaytlyn attended the River Valley Community College Advisory Board meeting in Claremont, went to in-services on CRASE training and active shooter training in Keene, Primex Nursing Home Roundtable Discussion, and fire extinguisher training, MS and pressure ulcers trainings, and attended the Supervisor's Academy.

She also assisted with the Health Fair, National Nursing Home Week, and LNA and Nurse's weeks, attended job fairs to recruit staff, the Behavior Investigation PIP team, and the Neighborhood Watch Committee. She tracks all nursing staff's licenses to ensure timely renewal. Kaytlyn also worked as a staff nurse and/or Supervisor to cover vacations and call outs.

Robin Nelson, RN, ADNS completed the daily, weekly and monthly tasks of attending morning meetings; Supervisor's, LNA, Ward Aide and nurse's meetings, safety committee meetings, CQI meetings, weight committee meetings, Neighborhood Watch Committee meetings, and Harmony Healthcare exit interviews. She also dedicated time to the County Pay and Classification study, compiled an informational packet and held other necessary conference calls, attended an RVCC accreditation meeting, managed the transition from E-Discharge to Curaspan (NaviHealth), updated Roster and Census, and conducted employee evaluations and tracking of probationary evaluations.

Robin attended many in-services and continuing education courses including MDS, Conflict Resolution, Focused Surveys, BiPAP, Narcan, Pressure Ulcer Prevention and Management, Falls Prevention, Aromatherapy, Fire Extinguisher, CMS Final Rule, and the NHAC Annual Conference.

Robin focused on addressing problems, issues, and concerns relating to staff, residents, and/or delivery of care, and covered shifts for Nursing Supervisor absences and/or vacations. She conducted interviews for new nurses and LNA's, hired a full time MDS nurse, provided Code Purple Response education to ancillary departments, reviewed policy changes, counseled and coached struggling staff, assisted in planning and preparation for National Nursing Home Week, and Nurse's Week and LNA Week, covered for the DNS during her time out of the facility, and assisted with research and feasibility regarding the Relias Learning program.

Robin assembled and facilitated a Performance Improvement Project (PIP) team to address inappropriate resident behaviors, assisted with creating a binder for guidance of the process for Medicare denial appeals for off-shift supervisors, and coordinated an audit for investigating warranties of worn out mattresses and their subsequent removal. She conducted audits on MDS completion, falls, weekly skin checks, and weekly wound assessments for CQI.

Theresa Woolbert, RN, BSN, DNS completed the daily, weekly and monthly tasks of attending morning meetings; Supervisor, LNA, Ward Aide, and Nurse's meetings, safety committee meetings, CQI meetings, weight committee meetings, and Harmony Healthcare exit interviews. She attended team meetings, Department Head meeting, and state-wide NADONA meetings.

Theresa attended in-services and continuing education courses including MDS, Tena, CPR renewal, NEQIO, Primex Nursing Home Roundtable, CMS Final Rule, disaster drills, fire extinguisher training, and the NH Fall Trade show and NHAC Annual Conference.

Theresa dedicated much time to addressing impromptu issues and concerns with staff, residents, and families. Staff issues required a large focus, of which time and attendance is the topic of many meetings. Conflict resolution, substandard performance, and procedural coaching were also big topics for staff meetings. Theresa additionally completed and reviewed staff evaluations.

Theresa worked with Staff Development on LNA recruitment, conducting nurse and LNA interviews and investigating and initiating the Relias Learning Program, as well as on organizing and initiating LNA Health Careers to hold its LNA class on our premises.

Other DNS duties included budget preparation and presentation, routine review and approval of the pharmacy bill, Union negotiation, preparing for the retirement and replacement of the medical director, Neighborhood Watch and PIP team meetings, meetings with HCS Hospice to coordinate and improve delivery of care, meetings with vendors to negotiate best price for effective products, the job classification study, and participation in the Volunteer Recognition dinner, Staff Appreciated dinner, National Nursing Home Week, and Nurse's and LNA weeks preparation.

At the 2016 New Hampshire Association of Counties Conference, the Maplewood Nurse Management Team was honored to receive the County Team Award for its work in 2015 to cover a 25% shortfall in both our nursing and LNA staff levels, as well as the position of RN Administrator for our attached Assisted Living Facility (ALF) for an extended period of time.

ASSISTED LIVING FACILITY: Christine Neal, RN, Administrator

Since 2015, the Assisted Living Facility Administrator has been reporting directly to the Nursing Home Administrator and this department is integrated into our facility team approach.

Staffing: Remains consistent and stable with 10 regular employees and 9 per diem. In addition, a new 8-hour RN position was created to assist with nursing duties, on call coverage, and the documentation requirements.

Census:

8 admissions with 3 coming from MNH,
7 discharges; 5 transfers to MNH, 2 deaths,
31 people on the waiting list.

Facility License: ALF was Deficiency free in its 2016 survey.

Preparation for CMS changes: Agreed to "Heightened Scrutiny" to determine if ALF can be grandfathered into the new regulations that prevent facilities from being attached to an

“institution”. Administration met with the HCBS Rule Setting team to discuss these changes to take effect January 2019. We also have been involved with NHARCH for prevention of these new regulations, as they are not necessarily applicable to seniors.

PCA finger printing and background checks: Awaiting findings from the Attorney General’s office regarding whether PCA’s fall under the same category as Med Techs in terms of the new requirements for fingerprinting and criminal background checks.

FACILITIES DEPARTMENT: Bruce Harrison, Facilities Director

In 2016, our crew completed 3076 work orders. This number includes all the preventive maintenance tasks that are performed throughout the year and covering bed lubrications, filter changes, monthly vehicle inspections, and Life Safety Inspections. New this year was the startup of a work order software called WorxHub. This system was designed for nursing homes, but is being used county wide. Once fully implemented it will give us a better view to all of the counties facility related assets and thus assist us with long term capital planning.

General Maintenance

2016 started off with multiple washing machine failures which consumed a large portion of our equipment repairs budget. This equipment has been on a list to be replaced and was scheduled for 2017 but in light of the potential project here has been put on hold awaiting Delegation approval of the renovation/addition.

A video scope scan of some the cast iron waste piping that is below grade was performed in January. All pipe lines that we could survey appear to be in generally good condition.

In March, with assistance from the Assistant County Administrator, we secured a 36 month electric supply contract with Direct Energy for .0799 per kWh which was approved by the Commissioners. The new contract started November 1, 2016 and should save the county approximately \$84k annually vs. the old rate of .09992 per kWh.

In July, after a scheduled Department of Environmental Services (DES) inspection, we found out that we had several outdated systems in place that needed to be modified at great expense or eliminated. We removed three above ground fuel storage tanks at the farm, one of which had its associated underground piping removed. We closed and buried in place one underground storage tank at the nursing home and removed its associated piping, and we removed the underground piping between our generator tank and generator. Removing one of these tanks required us to sign up for the WEX gas card program that is used by the rest of the county. That process has gone smoothly to date.

IT had a project to replace their server room which we were asked to assist on. Our part consisted of fitting out the new space and constructing the wall assembly to split the old IT office in half. A dedicated generator backed line was brought into the space to feed a new panel for their equipment and the split AC.

Plumbing

Cast iron waste drain piping remains an issue here, but to date has been managed by our staff on site. This past year we replaced two horizontal and three vertical sections of 4” cast iron piping along with various 2” fittings and short sections of pipe as well as one 5-way 4” fitting. We

continue to maintain and replace fixtures and/or components as they fail. Year by year this has dropped slightly.

Capital Projects

- The roof of the Administrative building was replaced last summer with a layer of insulation added and wet or damaged insulation replaced.
- #2 heat exchanger in the boiler room was replaced due to it developing an internal leak which was draining water into the boiler condensate system.
- The obsolete split AC system in Staff Development was replaced after it had failed at the end of summer in 2015
- The truck mounted sander was replaced and a small salt spreader added to our 2nd plow truck to eliminate manual salting of the hill
- Boiler #1's cracked burner housing was replaced
- The kitchen loading dock and laundry hallway steel doors and the wooden TLC day room door were ordered in late 2016. The laundry hallway door was replaced in 2016 with the other two scheduled to be replaced in early 2017.

Assisted Living Facility

Capital Projects

The roof of the Assisted Living building was replaced last summer, with a layer of insulation added and wet or damaged insulation replaced.

Waste Water Treatment Plant (WWTP)

In 2016 the WWTP processed 5.360 million gallons of effluent discharge from MNH, Assisted Living Facility (ALF), WTP, and the County Farm, down slightly from last year's 5.513 million gallons. The process requires daily testing and oversight.

General Maintenance

All buildings were painted last summer and a leaking underground valve was repaired at the Herdsman's house.

Capital Projects

- One LMI pump was replaced
- The roof was replaced and a gutter added to divert the roofs water flow from damaging the brick exterior.
- A new split heat / cool system was installed to replace the failed Modine heater this past fall.
- There was a capital project to replace the auger system at an estimated cost of \$10,600. The chief plant operator, Rob Riendeau, was able to locate a slightly used auger at a treatment plant in VT. This auger was undersized for their needs and replaced shortly after it was installed there. After adding the cost of a new motor to the auger he saved the county \$7,400 on this equipment.

Water Treatment Plant (WTP)

In 2016 the WTP produced 4.713 million gallons of water and the well produced 2.019 million gallons of water which was fed to the 250k holding tank and the distribution system. MNH, ALF, WTP, WWTP and the County Farm all use this water. The total water usage this year was up over last year, in large part due to the State required tank cleaning that was performed last

summer. The process also requires daily testing and oversight. Both the primary and secondary plant operators took multiple classes throughout the year to keep their licensing up to date.

General Maintenance

Preparation for the 250k gallon tank inspection continued and the annual replacement of the carbon filter was completed

Capital Projects

The major capital project this year was the State mandated cleaning and inspection of the 250k gallon water tank. This required the old pair of 25k gallon underground water tanks to be inspected, filled, sanitized, drained, and refilled. The 250k gallon tank inspection went well with a few minor repairs while it was empty. New sacrificial anodes were installed to help maintain the tank's shell. The cleaning and inspection process took 10 days which required constant monitoring of the old tank control systems to insure the building was never without water.

The process of re-filling the 250k gallon tank was made much easier thanks to Chief Harry Nelson and the Westmoreland Fire Department. They graciously agreed to bring their pumper truck here to push the processed water from the two smaller underground tanks up to the 250k gallon tank on the hill. This sped up the process of re-filling the large tank by 7 days and got us fully back on line that much faster. Many thanks to Harry and his crew!

In 2016 we also replaced the bedding in the depth and clarifying filters and a pH monitor was installed in the clear well.

Looking into 2017, we hope to accomplish a number of projects, but most are on hold pending the outcome of the Delegation's vote to build the addition and renovate the nursing home.

SAFETY DEPARTMENT: Pam Fortner, County Safety Officer

Please refer to the full report from the Safety Officer. The following are a few highlights:

Maplewood depends on the work of the county Safety Officer, Pam Fortner, who continues to work collaboratively with staff and Department Heads. She analyzes staff injury trends, leads the Safety Committee and recommends new courses of action based on identified issues. We continue to have very low rates of staff injuries and maintain favorable reports from PRIMEX, our public entity risk pool. Our programs and efforts have resulted in our nursing home maintaining one of the lowest staff injury rates in the state.

Under the leadership of our Safety Officer, we completed the mandatory two disaster drills. In the first, we practiced a table top complex code drill involving an aggressive resident experience that then resulted in an additional code for a missing resident. This tested our staff to manage multiple issues simultaneously, requiring multiple notifications to different agencies while addressing all immediate issues, plus the need to begin a search for a missing resident. From this drill, we expanded our actual second drill to practicing how to quickly form search parties. Much was learned and our procedures were made to be significantly more effective and efficient.

In the fall, all staff members were offered to participate in the annual fire extinguisher training, which gives staff an opportunity to put out a live fire using an extinguisher. The cost of this training is well worth it, as evidenced by our experiences of June 2014 and September of 2015.

I wish to acknowledge the incredible work our dedicated staff performs 24 hours each day throughout the year. Our employees strive to provide a family oriented feeling to all who come to Maplewood. Our staff is unquestionably Maplewood's biggest asset, and we are never able to recognize them in a way that truly honors who they are and all that they do for our entire Maplewood community. I can't thank our staff enough for all that they do every day of the year in caring for and enriching the lives of our Maplewood residents.

Respectfully Submitted,

Kathryn Kindopp, B.Sc.P.T., NHA
March, 2017

Safety Office Annual Report 2016

Safety Officer

The County Safety Officer continues to maintain an active role in the Greater Monadnock Public Health Network including membership in the Regional Planning Committee and the Healthcare Workforce Group. These groups work hard at All Hazard Planning and through education, exercises and meetings, keep emergency preparedness at the forefront for the region. This year's training focused on the MACE-Multi-Agency Coordination Entities. The "MACE", which would be located at the House of Corrections, is responsible for facilitating the allocation of resources, prioritizing incidents and integrating multiple agencies in the case of large-scale incidents or emergencies in the region.

Disaster and fire drills were held in accordance with state and local regulations. Fire extinguisher training was held at the Maplewood Campus for all employees. Assembly permits for both Maplewood and County Hall are current and in compliance.

Education continues in the Safety Department as appropriate. This year's education included education on Civilian Response to Active Shooter Events, training on adoption of the new codes by the Center for Medicaid Services and attending the NH Emergency Preparedness Conference which included multiple training workshops.

The Safety Officer is involved in a team planning and organizing the Cheshire County Employee Health Fairs held at Maplewood Nursing Home and at the Keene Campus. Both health fairs were well attended and enjoyed by employees.

The Workers Compensation and the Temporary Alternative Duty program, managed by the Safety Officer, are current on the compensation process and are in compliance. Working closely with our insurance company, Primex, benchmarks are set every year to assist in areas that need strengthening. This enables us to develop programs to manage and monitor our progress and continue in our efforts to consistently remain in the highest performers of the insurance company's peer ranking and rating for lowest number of work related injuries and claims.

A series of training over the course of 2016 was provided by the Safety Officer for all Nursing Supervisors. Training consisted of leadership responsibilities in the event of an emergency/disaster at Maplewood and focused on procedures outlined in the disaster plan. Training was also provided by Homeland Security to this same group on personal radiological monitoring in the event Rockingham Nursing Home was evacuated to Maplewood due to a radiation release from Seabrook.

The Safety Office continues to provide ergonomic evaluations and ergonomic resources to all County Employees. All emergency equipment inspections were completed for 12 months, replacing outdated equipment as needed. Orientation and new-hire tours were provided by the Safety Officer for employees at Maplewood. "CRASE" training was facilitated for all employees of the Keene campus.

I would like to take this opportunity to recognize the Maplewood Complex Safety Committee and Cheshire County Joint Loss Management Committee for their dedication to safety. These individuals deserve to be recognized for their dedication and faithfulness, taking time out of their busy days to attend meetings or inspections and bringing forth issues that are brought to them by other co-workers. Both committees are vital in supporting and increasing awareness of workplace safety and risk management.

Respectfully Submitted,

Pamela Fortner, Safety Officer



Cheshire County UNH Cooperative Extension is a partnership between the University of New Hampshire and the county government, providing a direct link between the University and the citizens of Cheshire County. Extension carries out educational programs that address the issues that are most important to Cheshire County citizens. We focus our efforts in four program areas; Food and Agriculture, Natural Resources, Youth and Family, and Community and Economic Development. Extension is available to all Cheshire County citizens via traditional classroom seminars, workshops, volunteer trainings, one-on-one site-specific consultations, emails, fact sheets, articles and other forms of media and outreach.

Cheshire County UNH Cooperative Extension is one of ten county offices that link the University to local communities. People may drop in or call for information, participate in programs presented by Extension Field Specialists, or access information via the web: <http://extension.unh.edu>. We offer up-to-date information to help residents make informed choices, answer questions and help solve problems. We work to identify those issues critical to residents and to formulate non-formal education programs addressing those issues.

Members of the Cheshire County UNH Cooperative Extension Advisory Council

- | | |
|-------------------------------|--------------------------------------|
| Libby McCann, Westmoreland | Tina Christie, Alstead |
| Rebecca Whippie, Westmoreland | Susan Lawson-Kelleher, Chesterfield |
| Geoffrey Jones, Stoddard | Jane Johnson, Swanzey |
| Robert Hamm, Keene | Beth Hodge, Hinsdale |
| Theresa Majoy, Richmond | Joe Cartwright, County Commissioner |
| Holly Gowdy, Walpole | Gladys Johnsen, State Representative |

Cheshire County UNH Cooperative Extension

- | | |
|---|--|
| Carl Majewski, Food and Agriculture | Andrea Sawyer, Youth and Family |
| Christine Parshall, Food and Nutrition | Colleen Ross, Youth and Family |
| Steve Roberge, Natural Resources, Office Admin. | Diane DuGray, Administrative Assistant |

Cheshire County UNH Cooperative Extension Summary of 2016 Educational Programs

- | | |
|---|--|
| Public Workshops / Educational Events | 25 events, 779 attendees |
| One-on-one Site Visits (forestry & agriculture) | 108 visits, 7761 acres |
| Assistance to Towns | 22 towns |
| Interaction with Cheshire Residents | 3819 contacts |
| Forage or Pasture Soil Tests | 248 tests |
| Newsletters Distribution | 683 households |
| Afterschool Program Enrollment | 450+ youth, 20 sites |
| 4-H Clubs | 20 clubs, 212 youth |
| Active Volunteers | 71 volunteers, contributing 8800 hours |
| STEM and Youth Training | 75 educators |

Natural Resources
Steve Roberge, Extension Field Specialist

One-on-one Consultations – Woodlot Exams

- 71 woodlot exams (42 were new landowners for Cooperative Extension)
- 6,561 acres reviewed
- 32 landowners/3,054 acres referred to a Consulting Forester

Public Workshops and Talks

- 14 events -573 attendees

Collaborations & Partnerships

- 32 separate collaborations/projects
- 24 agencies, organizations, municipalities or committees

Other Contacts – Email, mail, phone and office visits

- 1,877 individuals, organizations, businesses, etc. assisted

The mission of UNH Cooperative Extension Forestry & Wildlife Program is to provide educational information and assistance to forestland owners, businesses, and natural resource professionals so they can make informed and responsible decisions about maintaining and/or enhancing a healthy forest resource while sustaining economic viability. This is primarily accomplished through one-on-one consultations, workshops & events and providing educational support to collaborating/partnering agencies, organizations and municipalities.

The forest resource of Cheshire County is considerable with 401,241 acres of forestland or 86% of the county. 388,900 acres are owned privately by an estimated 5,600 landowners. The harvesting of timber from privately owned lands, the consulting foresters overseeing the management, and the 50 or so logging operators in the county working on these lands significantly contribute to the area's economy and certainly to the state's forest-based economy. The forests of Cheshire County and the rest of New Hampshire also provide the backdrop for a healthy tourism and recreation economy which generates considerable revenue for our local businesses and governments. It is crucial for the economic, environmental and social health of Cheshire County and New Hampshire that the 5,600 private forest landowners in Cheshire County take care of their forest resource and make informed decisions.

While the Cheshire County Field Specialist serves on a number of committees providing assistance, programs and workshops, the real strength of the Forestry & Wildlife program at the county level is the one-on-one contact and assistance with the public, landowners and professionals. While some contacts are made by phone, mail or email, many require a personal consultation and field visits. Other audiences reached through public forums, meetings, field demonstrations/workshops and via newsletters, bulletins, articles and radio spots.

Landowner Contacts, Woodlot Exams & Referrals

- 71 properties, 6,561 acres visited by the Cheshire County Forester. 110 individuals participated in these visits. *42 out of the 71 visits were new to Extension.*
- 32 Landowners (3,054 acres) were referred to a NH Licensed Forester.

Woodlot exams vary in length of time, subject and acres covered. The woodlot exam is an opportunity for the Field Specialist to introduce the landowner to the resources they have available to successfully manage their land. The purpose of these visits is to answer any of the questions landowners may have and to provide options or information so landowners can manage their forestland to meet their needs while maintaining the health of the forest and the resources found in and around it. Quite often woodlot exams end with a referral to a consulting forester where the licensed professional can work with the landowner to manage their forest, prepare a planning document or harvest/sell timber.

A large portion of the time the Field Specialist in Forest Resources is the primary contact for landowners interested in managing their forestland. Follow up visits are often required – especially if the Field Specialist works with the landowner to apply for grants or “cost-sharing” funds to carry out projects on their property.

Educational programs and outreach intend for landowners to become better stewards of their forestland by increasing their knowledge of their forest resources to make informed stewardship decisions. Part of this educational effort is making landowners aware of the assistance programs available to them for their stewardship needs or for emergency relief. The financial assistance provided to landowners is often the motivating factor that engages them into forest stewardship. Since 2007, I have reviewed 98 forest stewardship management plans and referred over 100 landowners to the NRCS for cost-share assistance. This assistance ranges from paying for management plans to installing/rehabilitating forest roads. Applying to these programs suggests landowners understand forest stewardship and are motivated to take action to care for their land.

Other Contacts (email, mail or phone)

1,877 individuals, organizations, communities or businesses were assisted in the area of forest/tree insects and diseases, environmental issues, current use and forest law inquires and other forest resource issues.

An example of assistance handled over the phone would be a Marlborough landowner interested in sub-dividing her land to give to her son and daughter-in-law to build their home. She wanted a portion of the land to remain in current use – therefore reducing the tax burden on the land. The sub-division she planned would have prevented the land from remaining in current use and significantly increased the property tax due to a utility-owned path that split the sub-division in half. Speaking with the landowner, the Field Specialist in Forest Resources made her aware of this rule in the current use law and advised her to seek an alternative scenario. The landowner could not find help online or at town office before calling UNH Cooperative Extension in Keene.

Other examples of assistance would be disease and pest identification, timber values, referrals of natural resource professionals and assistance with laws impacting forestlands and open space.

Workshops & Events

-14 Public Workshops, tours or events were held in the past year covering a range of topics from best management practices on conserved lands to identification of the Asian Longhorned Beetle to management of forestlands for wildlife habitat and timber production.

-573 People attended those events.

Food and Agriculture
Carl Majewski, Extension Field Specialist

General Public / Home Gardening

Activities

- ◆ Delivered presentation on planting and care of apple trees, brambles, and blueberries at Cheshire Conservation District's Plant Sale
- ◆ Held fruit tree pruning demonstration in Rindge, with Bill Lord
- ◆ Participated in Community Gardening Project with Antioch University, delivering three workshops in Keene and Westmoreland
- ◆ Helped organize pruning demonstration for ornamental shrubs in Westmoreland with Margaret Hagen and Amy Papineau
- ◆ Delivered presentations on Introduction to Backyard Poultry in Keene
- ◆ Delivered talks on home fruit production in Fitzwilliam and Keene
- ◆ Reviewed 115 home & garden soil tests

Impacts

- ◆ 127 people who attended various home gardening workshops or presentations increased their knowledge of garden pest management, planting and care of tree fruit and berry crops, or managing small poultry flocks
- ◆ 452 people received information regarding home garden production, the home environment, pest identification, and soil fertility through phone calls, walk-ins, or email.

Commercial Crop Production

Activities

- ◆ With Fruit & Vegetable team members George Hamilton and Becky Sideman, organized twilight meeting in Keene for vegetable growers
- ◆ With AG Business team, held Annie's Project training for women farmers.
- ◆ Organized field day focusing on cover crops in Walpole
- ◆ Helped to organize and recruit participants for a focus group discussing the needs of grass-based dairies led by UNH COLSA faculty member Andre Brito
- ◆ Delivered session on nutrition for sheep at NHSWGA Lambing Clinic in Harrisville
- ◆ Organized and delivered Equipment Field Day in Walpole with Cheshire County Conservation District and NRCS
- ◆ Collaborated with Cheshire and Merrimack County Conservation Districts to establish small-scale interseeding demonstration plots in Westmoreland and Contoocook.
- ◆ Collaborated with UNH COLSA faculty on outreach for project focusing on alternative forage crops for grazing, involving field demonstrations at farms in Cheshire and Sullivan counties.
- ◆ Conducted 27 farm visits to dairy and livestock producers in Coos, Cheshire, Grafton, Merrimack, and Sullivan counties.
- ◆ Reviewed 53 soil test for forage or pastures

Selected Impacts

- ◆ As a result of presentations at workshops, farm visits, and cooperating with other agencies, use of cover crops continues to grow. In Cheshire County, approximately one half of the corn acreage is now grown with cover crops, compared to less than one quarter of the acreage several years ago. With the successful establishment of winter cover, these farms should be able to maintain the health and productivity of their soils, and by conserving nitrogen will be able to improve water quality in lakes and rivers across the state.

As a result of farm visits with members of the Fruit & Vegetable team, an orchard has been able to successfully identify insect pests that were reducing fruit yields. By modifying the use of insecticides and the timing of application, the pest problem has been eliminated.

Food and Nutrition Christine Parshall, Program Associate

Nutrition Connections is a research based program that works to assist limited resource families in acquiring knowledge, skills, and behaviors necessary for good health. It is funded through the Expanded Food and Nutrition Education Program (EFNEP) and the Supplemental Nutrition Assistance Program (SNAP-Ed). Families who participate in or are eligible for SNAP, WIC, CSFP, or the National School Lunch Program, or who receive food assistance from local food pantries, are eligible. Nutrition Connections also serves youth in eligible schools and other youth programs such as after school programs and summer camps.

Food insecurity and lack of sound nutrition have a ripple effect across communities. Children who attend school underfed or malnourished have a harder time succeeding in school. Senior citizens with limited dollars must sometimes choose between food and medicine. Parents trying to feed their children may skip meals or reduce their intake of high quality items like fresh fruit. There is a public health cost as well, when individuals develop diseases such as type II diabetes, atherosclerosis, hypertension, and others that can be avoided or delayed when people engage in healthy lifestyles.

Nutrition Connections helps families establish and work toward healthy lifestyle goals. Participants taste and learn to prepare new foods and modify familiar recipes. They practice reading food labels, creating healthy meal plans, and shopping to get the most nutrition for their dollar. Physical activity is another aspect of healthy lifestyles addressed by Nutrition Connections. Families are encouraged to work toward active living goals as well as dietary improvements. Adults participate in Nutrition Connections through small group activities and individual home visits.

Working with Adults

Over one hundred adults participated in Nutrition Connections workshops, demonstrations, and lesson series. In addition, at least another one hundred thirty received information at food demonstrations. A large portion of this work was done in cooperation with the Community Kitchen and Keene Housing.

Program Highlights

- **Community Kitchen Cooking Workshops:** Twenty individuals participated Sept.-March.

- **Keene Housing Farm to Family Buying Club Activities:** Food demonstrations presented to forty residents at Keene Housing food distributions and promotional events.
- **Cheshire County Alternative Sentencing Program Workshops:** Twelve participants attended at least one of four Nutrition Connections workshops over the summer months.
- **Keene Community Education:** Twenty-eight parents of children under age five learned about healthy family eating at the Keene School District's *Ready for Kindergarten* program.

Working with Youth

Nearly six hundred youth from preschool through grade five participated in school enrichment programs. School eligibility is based on student enrollment in the National School Lunch Program. At least 50% of students must receive free or reduced price school lunch. This year's Nutrition Connections schools were:

- | | |
|------------------------------|------------------------------|
| • Alstead Primary School | • Wheelock Elementary School |
| • Hinsdale Elementary School | • Jaffrey Head Start |
| • Gilsum STEAM Academy | • Troy Elementary School |
| • Franklin Elementary School | • Winchester School |

Program Highlight

A new curriculum introduced in Cheshire County this year is known as *Pick a Better Snack*. *Pick a Better Snack* is designed to introduce students in kindergarten through grade three to fresh fruits and vegetables. Each monthly visit includes a story or other activity and a food tasting activity, and take-home materials for families.

Working with Communities

The impact of Nutrition Connections family and youth programs is enhanced by partnering with other community groups that seek to foster healthy living environments. This work includes addressing food insecurity, improving access to fresh local foods, supporting active living, and advocating for policies that increase positive outcomes for limited resource populations. Nutrition Connections is represented in the following coalitions and work groups:

- Healthy Monadnock Advisory Committee
- Advocates for Healthy Youth (AFHY)
- Monadnock Farm and Community Coalition's Education Work Group
- Monadnock Understands Childhood Hunger (MUCH)

Youth and Family
Andrea Sawyer, Extension Field Specialist
Colleen Ross, 4-H Program Coordinator

The 4-H Youth Development Program in Cheshire County continues to significantly impact the lives of youth, volunteers and their communities. The 4-H experience provides a foundation for future success as youth develop and practice critical life skills, and become more independent.

- 71 volunteers provided over 8800 hours, reaching youth to help them build life skills, leadership and citizenship skills. The cost benefit to Cheshire County is over \$200,000 based on the Independent sector volunteer value per hour.
- Over 300 hours were spent by youth completing community service projects which gave them opportunities to experience "making a difference" in their communities.

- 85% youth enrolled in the 4-H program took part in one or more events beyond their club where they learned workforce preparation skills in goal setting, organizational and presentation skills, communication and "interpersonal" and conflict resolution skills.

INDEPENDENCE (Head) - Youth need to make thoughtful decisions, accept responsibility, exercise self-discipline, and move toward independence.

- 139 members participated in communication events at 4-H Day with 28 selected to go to State Activities Day. At State Activities Day, 10 were selected to go to Eastern States.
- 95% of members completed and exhibited project work.
- 4 youth served on 4-H Council, one as chair, one teen was elected to NH Teen Council.
- Two volunteers serve on the State 4-H Advisory Council and 4-H Foundation Board.
- 30% of members serve as officers and 70% of youth practiced leadership skills at club level or by helping at county events.
- The 4-H Kitchen at the fair serves as a fundraiser for the Cheshire 4-H Council, also as hands on experience in applying workforce skills. Over 150 youth members and adults volunteering over 700 hours raised over \$5000 over the 5 days of the fair.

BELONGING (Heart) - Youth need to feel connected and physically and emotionally safe, know they are cared about, develop social skills, interact with diverse people, learn the value of cooperation, and experience long-term consistent relationships with adults other than parents.

- 70 leaders reported an average of 100 hours each of direct involvement with club members. 20 volunteers served in middle management roles; 10 new leaders were recruited, screened, and oriented; 120 volunteers assisted with club and county activities, averaging 30 hours each. 212 youth were enrolled in 20 4-H clubs. 25 volunteers judged at 4-H Day which is our communications event, including several Legislators from our county, 10 volunteers judged records, 2 served as judges at State Activities Day, 60 volunteers judged or help superintendents at animal shows at the fair. Some of these volunteers were teens.

GENEROSITY (Hands) - Youth need to feel they are connected and contributing members of their peer group, family, school and community. They need to realize they live in a global community which requires awareness and compassion for others.

- 80% of youth did a record, resume or scrapbook documenting their 4-H work.
- 20 4-H Clubs reported doing Community Service: Christmas support for various charities, food collecting, helping at community events including Pickle Festival and Strolling of the Heifers, community flower planting, animal visits to elderly or youth with disabilities, community food kitchen assistance, animal rescue and humane society assistance, making wreaths for shut ins, baking and delivering Valentines Cookies to the elderly, participating in the Relay for Life, cleaning a church, adopting a family for the holidays, coat drive, SMS School Food Pantry, and flowers to residents of Maplewood.

MASTERY (Health) –The subject matter taught in 4-H projects is the foundation enabling 4-H youth to master skills and explore possible careers.

Quiz Bowls teaches members to observe, evaluate, compare, make sound decisions, and to conduct in-depth study of a project, while learning research skills and study habits.

- 6 horse members competed in the State horse Quiz Bowl.
- 35 dairy members compete in the Dairy Quiz Bowl contest; 4 Cheshire County members competed at the National Dairy Quiz Bowl and finished in the top 10 of the contest.

Judging gives youth an opportunity to gain knowledge while developing life skills. Youth learn how to make decisions, the importance of note taking and critical observation skills, and comparing and contrasting a group of animals.

- 8 Horse members attended the State Horse judging contest. Four members placed in the top 5 of the junior and senior contests.
- 20 Dairy members attended the State Dairy Judging Contest; 6 were selected to participate at Eastern States Exposition in the Dairy Judging Contest; 4 members were selected to go on to the judging competition in Louisville, Kentucky; 1 member finished in the top ten of the contest. The coach of the dairy judging team is a volunteer from Cheshire County.

Animal science projects helps develop life skills. Members make selection and management decisions that affect the daily care of animals. By participating in shows and competitions they practice leadership, responsibility, decision making, self-motivation, stress management, animal ethics, record keeping and many other important skills.

- 140 participated in Cheshire Fair exhibiting their projects and showing their animals.
- 4-H Horse Field Days: 34 youth participated; 10 were selected to participate in the state horse show. Five riders or drivers were selected to go to Eastern States Exposition.
- State Dairy Show: 30 attended; 13 qualified for Eastern States. At ESE 3 competed on the quiz bowl team; 3 competed on the dairy judging team; 2 won best bred and owned awards; 3 competed in the grilled cheese contest and won the overall award for Traditional Grilled Cheese sandwich; 4 volunteers chaperoned.
- Eastern States: 11 members in the beef project attended along with three chaperones. A member was overall showman as well as grand champion heifer.
- National Dairy Conference: 2 youth attended in Madison, Wisconsin. Selection was based on a resume, interview, and their dairy knowledge.
- State Achievement Awards: 6 teens were selected; 1 teen was selected for a National Achievement Award; 2 teens were selected to attend National 4-H Dairy Conference.
- State Teen Conference: 26 youth attended; 3 volunteers and 1 teen interviewed 4-Hers for this event. One teen was on the State 4-H Teen Council which helped plan the event.

Afterschool Programming: UNH Cooperative Extension continues to work in Afterschool Programs in Cheshire County. We are working with sites in Keene, Winchester, the Monadnock Regional School District, Marlborough, Jaffrey as well as Hinsdale. We are providing sites with curriculum materials as well as staff training. Trainings include: STEM programming, Microwave Magic, Archery, Theater Arts, Cooking, Crafts, Youth Leadership, Health and Fitness, Experiential Learning, and Life Skill development. We have also provided assistance with evaluation and program environment.

Grants Department Annual Report 2016

The County had an exceptionally successful year in grants. The department managed 41 grant agreements with an award value of \$10,687,278—including \$6,182,986 in new grant awards—that produced \$2,468,240 in revenue including \$78,354 in administrative fees. This was accomplished with only \$73,310 in department expenditures. The return on investment on administrative fees is 7%, on grant revenue is 3,160%, and on new grant awards is 8,334%.

The most lucrative grant award won this year was the System of Care Implementation grant from the Substance Abuse and Mental Health Administration (SAMHSA) for \$4 million to improve the behavioral health outcomes of children and youth with serious emotional disturbance by building and engaging infrastructure capacity to create a comprehensive system of care approach and implement wraparound. Another notable grant award was won from Land and Community Heritage Investment Program who awarded the County \$118,000 to rehabilitate the windows of the historic County Courthouse, now County Hall; work will begin in 2017.

The Sheriff's Office moved the dispatch center to the main floor of County Hall and upgraded and modernized the facility and its equipment with three grants totaling \$489,231 from the New Hampshire Department of Safety Homeland Security. Additionally, the Sheriff's Office received several small grants this year from the U.S. Department of Justice Bureau of Justice Assistance, the New Hampshire Highway Safety Agency, and New Hampshire Department of Safety Division of State Police, and the Bulletproof Vests Partnership program.

The County wrapped up the \$671,617 N.H. Bureau of Drug and Alcohol Service's Partnership for Success 2-year grant-funded project, aimed at reducing drug and alcohol misuse among young adults, with revenue of \$138,201. The Cheshire County Drug Court continued to be funded in its 4th year with extensions on its two grants totaling \$1,324,926 from the federal Department of Justice and SAMHSA. Cheshire County Attorney's Office received two State Department of Justice grants with a total award value of \$112,500 and year-end revenue of \$79,667 that offset the salaries of the domestic violence prosecutor and the victim witness advocate.

The County fiscally sponsored 12 grants that benefited the Greater Monadnock Public Health Network and the Greater Monadnock Medical Reserve Corps, both programs managed by Cheshire Medical Center / Dartmouth Hitchcock with an award value of \$689,875 and year-end grant revenue of \$324,497. The County fiscally sponsored a Department of Transportation grant of \$192,582 and revenue of \$88,182 for the Monadnock Regional Coordinating Council for Community Transportation. The County sponsored six Community Development Block Grants with an award value of \$2,072,626 and year-end revenue of \$894,389. A new fiscal sponsee of the County was Reality Check, based in Jaffrey, and funded with a 5-year Drug Free Communities grant from SAMHSA of \$625,000 and revenue of \$31,503.

The County appreciates C&S Wholesale Grocers for grant funds used to purchase sharp disposal kits that volunteers used to safely collect and dispose of drug needles left in public places. The County appreciates Cheshire Medical Center's Healthy Monadnock Program for grant funds used to purchase equipment and supplies for a lactating room for employees and the public.

During the year, the County grants manager continued to work to aligned county policies with the relatively new Federal government’s universal grant guidelines, also known as 2 CFR Part 200. The grants manager revised the County indirect cost policy, wrote grant procurement procedures and created templates, and expanded upon a comprehensive grants policy and procedures manual. Additionally, the grants manager continued to provide public benefit by creating a list of fundraising tips, resources, and events to share with non-profits when a grant search does not result in a viable funding opportunity. A part-time assistant was hired mid-year to assist with the extra workload created by the increased number of grant awards and tighter grant terms and conditions.

	<u>Total Grant Amt</u>	<u>2016 Revenue</u>	<u>QTY</u>	<u>%</u>
Total Grants:	\$ 10,687,278	\$ 2,468,240	41	100%
Grants with Allowable Admin:	\$ 650,871	\$ 78,354	31	76%
County Grants:	\$ 7,107,195	\$ 1,129,670	21	51%
Fiscal Agent / Non-county:	\$ 3,580,083	\$ 1,338,570	20	49%
Federal Grants:	\$ 6,300,974	\$ 527,561	9	59%
Federal Pass Thru NH:	\$ 4,196,802	\$ 1,919,066	26	39%
State of NH:	\$ 148,420	\$ -	2	1%
Private:	\$ 41,081	\$ 21,613	4	0%
Active:	\$ 9,219,294	\$ 1,778,056	27	86%
Closed this year:	\$ 1,467,984	\$ 690,185	14	14%
New this year:	\$ 5,690,003	\$ 325,699	17	53%
<i>As of December 31, 2016</i>				

Cheshire County’s mission is to be value and service driven and its grants department delivers incredible value by offsetting the costs of various County services and by expanding the services in the community by being a fiscal sponsor to area organizations. The County grants manager, who this year received her Grant Professional Certificate from the Grant Professionals Association, oversees the fiscal and contractual obligations of all county grants and writes and/or coordinates the application process of new grants.

Respectfully submitted,
 Suzanne Bansley, MBA, GPC
 Grants Manager, Cheshire County

Cheshire County Conservation District – 2016 Annual Report

11 Industrial Park Dr - Walpole NH 03608 - 603.756.2988 ext.116
www.cheshireconservation.org

**Promoting the conservation and responsible use of natural and agricultural resources for
the people
of Cheshire County by providing technical, financial, and educational resources.**

Supervisors

Amy Bodwell - Roxbury
Bill Fosher, Chair - Westmoreland
Richard Mellor, NHACD Representative - Rindge
Andy Pressman, Vice Chair - Jaffrey
John Treat, Treasurer - Keene

Associate Supervisors

Chris Bowen, Secretary - Swanzey
John Baybutt - Nelson/Roxbury
Tom Beaudry - Walpole
Holly and Chris Gowdy - Walpole
Tracie Loock - Fitzwilliam
Michael Nerrie - Walpole
Jake Nonweiler - Keene
Peter Renzelman - Alstead
John Snowdon - Westmoreland
Pete Throop - Keene

CCCD Staff

Sharlene Beaudry, Administrative Coordinator
Amanda Littleton, District Manager

NRCS Staff, Walpole Field Office

***The District works in partnership with the USDA Natural Resources Conservation Services
(NRCS) staff who supply technical conservation assistance.***

Mary Ellen Cannon - Soil Conservationist
Thomas Cappetta - Civil Engineering Technician
Heidi Konesko - Soil Conservationist
Steven Pytlik - District Conservationist
Wendy Ward - Soil Conservationist
Jessica Zuzack - Program Assistant

The CCCD Board of Supervisors meet on the 4th Thursday of each month at 9am at the CCCD Office. These meetings are open to the public, please call the District office if you would like to attend a meeting.

The Cheshire County Conservation District was created in 1945. It is a political subdivision of the State of New Hampshire, RSA 432:12, with a 170 C 1 non-profit status under the IRS tax code. As a subdivision of the State of New Hampshire, conservation districts foster partnerships between federal, state and local agencies interested in the wise use of natural resources.

2016 Highlights

The CCCD reached out to over 2,400 individuals in 2016 with programs regarding resource conservation & farm viability. If you are interested in learning more or have suggestions for future programming, please don't hesitate to contact the CCCD office.

NRCS Farm Bill Program Workshops & Demonstration Projects

Each year the conservation district works alongside their partner the Natural Resources Conservation Service to assist landowners on the voluntary conservation of natural resources on their land. This is accomplished by providing administration of the technical and financial assistance that enables good stewardship of the soil, water, air, wildlife, and related natural resources. This year workshops were offered on how landowners can apply for financial and technical assistance from NRCS through the 2014 Farm Bill —workshops included— Soil Health Management, Cover Crops, No-Till Farming and Equipment Demonstrations, Forest Management, and Conservation Easements. Educators from Cheshire County UNH Cooperative Extension are key partners in these workshops.

Services of CCCD

Offered historical aerial photography of Cheshire County and provided soil information to Cheshire County landowners, particularly the Soil Potential Index (SPI) assessment for landowners in the Current Use program. Provided talks as well as educational displays at community events throughout the year. Worked with landowners on an individual basis to assist them in better understanding the resources on their property and how to conserve them. The CCCD also offers outreach on behalf of NRCS to make landowners aware of the conservation programs available to them.

Supporting Healthy Productive Soil through Equipment Rentals and Education

In 2016 the Conservation District further developed its Soil Health Equipment Rental program to help producers meet their soil health goals. The following implements are now available: no-till seeder, single shank subsoiler, penetrometer, roller crimper, aerator, and wood ash/lime spreader.

The Conservation District also worked with UNH Cooperative Extension to offer workshops and demonstrations on establishing cover crops, interseeding, no-till farming, managing weeds, and keyline plowing. We also hosted our annual Equipment Field Day to see the implements in action and to discuss how to incorporate beneficial soil health practices into farm management plans.

Improving Water Quality through Skidder Bridge Rentals, River Clean ups, and Dam Removals

Windyhurst Farm – Manure & Waste water Handling Improvement Project

The Windyhurst Farm infrastructure project will improve water quality in the Connecticut River Watershed by retrofitting an existing dairy barn to effectively and efficiently move manure and milkhouse waste from the dairy cattle barn and milking center to the watertight manure tank.

Windhurst is partnering with the USDA NRCS on this project. Additional funds secured by the Conservation District from the NH SCC and Connecticut River Watershed Council will be used to tie the milkhouse wash water and parlor waste water to the new system.

Source to Sea River Clean Up

On September 23rd and 24th a large group of enthusiastic volunteers pitched in to help clean up the Ashuelot River in Keene and Swanzey and Beaver Brook in Keene as part of the Connecticut River Watershed Council's "Source to Sea Cleanup". 55 volunteers pulled over 2,169 lbs. of trash and 22 tires from the three water bodies! There was a contingent of students and staff from the Keene High School and the Surry Village Charter School. They were joined by other individuals from throughout the region. This event is made possible with the partnership of The City of Keene, The Ashuelot River Local Advisory Council, Moosewood Ecological, The Keene Young Professionals, and Keene State College.

We would also like to thank the Mountain Corporation of Keene for their generous donation

Cheshire County Skidder Bridge Initiative

In 2016 the conservation district continues to rent three skidder bridges to land owners and managers that are interested in making stream crossings to preserve water quality during a timber harvest. This is made possible through funding from the NH State Conservation Committee. This service would not be possible without strong and committed partners including UNH Cooperative Extension and Peter Renzelman

Improving Wildlife Habitat for the Health of Our Ecosystems

Cheshire County Pollinator Initiative

In 2016 the CCCD expanded the Cheshire County Pollinator Initiative. Pollinators are vital to ecosystems and the agricultural economy, but unfortunately they are in decline as a result of habitat loss. The Cheshire County Pollinator Initiative will address this problem through the establishment of twenty pollinator habitat installations. As a secondary goal the CCCD will also take on a vigorous public education and outreach campaign to share the innovative methodology of habitat creation undertaken in this project and the results of the pollinator abundance and diversity monitoring. A technical guide on establishment techniques will also be developed and made available to agricultural producers and technical service providers. The final project results will include an expansion of pollinator habitat in Cheshire County and increased landowner and technical service provider understanding on the variety of innovative and effective installation techniques including organic establishment. Funding for this project is provided by the USDA NRCS Conservation Innovation Grant program and the NH State Conservation Committee.

Falls Brook Aquatic Organism Passage

In partnership with the Town of Swanzey, Trout Unlimited, The Harris Center, USDA NRCS, and NH Fish & Game the CCCD has secured funding through NH Department of Environmental Services, NH State Conservation Committee, and NHFG for the replacement of the 2nd priority culvert in the Ashuelot River Watershed that will open up 10 miles of upstream habitat for aquatic organisms. This success of this project was shared in multiple educational events.

Initiatives to Increase Local Food Production and Expand Markets and Infrastructure.

NH Harvest of the Month

In 2016 CCCD received a grant to launch a Harvest of the Month program in NH. Our goal is to promote seasonal eating, encourage healthy diets and support the local economy. Partners on this initiative are the regional school districts in Cheshire County, NH Farm to School, Food Connects, Vital Communities, Antioch University New England, and The Cornucopia Project. Funding has been provided by the NH Department of Agriculture, Markets, and Food through the USDA Specialty Crop Block Grant.

Granite State Market Match

In 2016 we strengthened our partnership with the Farmers' Market of Keene to double supplemental nutrition assistance program (SNAP/food stamps) benefits for up to \$10 every market day with Granite State Market Match. The CCCD also worked with Piccadilly Farm CSA in Winchester NH and a Buying Club at Keene Housing to offer Market Match.

We continued work with a statewide network of incentive providers lead by the NH Food Bank to share resources and best practices. We are actively surveying and recruiting new farms and farmer's markets to partner with in 2017. Funding is made available through the USDA, Healthy NH Foundation, the Wholesome Wave Foundation, and Healthy Monadnock.

Monadnock Menus - Farm to Institution Initiative

Monadnock Menus offers weekly aggregation and delivery of local farm fresh food to wholesale food buyers such as schools, institutions, and businesses. 2016 was our third full year of sales and we are on track to meet our sales goal of \$150,000. We have 30 farms and food producers participating as well as 31 registered buyers. There is an easy to use web-based ordering platform that takes the barriers out of buying local. In 2017 we will continue with a development year for Monadnock Menus - strengthening relationships with existing participants and bringing on new buyers. Partners on this initiative include Food Connects, Harlow Farm, and Stonewall Farm. Funding is provided by the NH Charitable Foundation and Cheshire Medical Center's Healthy Monadnock Initiative.

Cheshire County Complex—Maplewood Garden

In 2016 the County of Cheshire continued their exciting partnership with Antioch University New England's Community Garden Connections (CGC) program. The CGC brought the Maplewood Garden back into production and donated most of the food harvested (over 4,000 lbs.) to the Community Kitchen in Keene and some to Joan's Pantry in Chesterfield. This partnership will continue into 2017 along with educational opportunities at the site.

Monadnock Localvores

In 2016 the Localvores offered scholarships to summer farm camp to 22 children through the Jeffrey P. Smith Farm Scholarship. This is a partnership with the Hannah Grimes Center, the CCCD, and committed volunteers.

Educational Events

Farm Conservation Easement Workshop

The CCCD worked with the Monadnock Conservancy to offer information and resources on farmland conservation to farmers in the County.

Conservation and Agricultural Commission Potluck

Partnered with the NH Association of Conservation Commissions to offer this networking and information sharing event at Stonewall Farm.

Getting Started with Fruit Trees, Ecological Landscape Design, The Four Season Garden, Attracting Bees, Birds, & Butterflies to Your Garden, and a Bloom Tour at Distant Hill Gardens

This diversity of topics on gardening and landscaping were presented in a series of workshops with partners such as Distant Hill Gardens, Moosewood Ecological, and UNH Cooperative Extension.

All programs are offered on a non-discriminatory basis without regard to race, color, national origin, religion, sex, age, marital status, disability or political beliefs.

Organizational Membership

- Antioch Community Garden Connections - Advisory Committee
- Conservation District Employees Association of New Hampshire
- NH Food Alliance - NH Food System Strategy Team
- Monadnock Conservancy - Stewardship Committee
- Monadnock Farm and Community Coalition - Board of Directors
- Monadnock Sustainability Network - Board of Directors
- National Association of Conservation Districts
- New Hampshire Association of Conservation Districts
- Southwest Region Planning Commission - Natural Resources Advisory Committee

Fundraising

The CCCD Board of Supervisors conducted an annual appeal and offered 2 fundraisers during 2016 to provide additional funds for CCCD programs.

- Bulk Seed Sale
- Conservation Plant Sale

We would like to offer many thanks to the community members who participated!

The Board of Supervisors appreciates the continued support of the District's conservation programs by the Cheshire County Commissioners and the Cheshire County Delegation.

Also appreciated are the technical services offered by our "Partners in Conservation" the USDA Natural Resources Conservation Service, UNH Cooperative Extension, USDA Farm Service Agency and other cooperating agencies.

**Minutes of Executive Committee
Cheshire County Delegation
2016 Budget Review**

**Monday, January 25, 2016
Assisted Living Conference Room
Maplewood Nursing Home
201 River Road, Westmoreland, NH**

Present: Chair Bruce Tatro, Reps Paul Berch, Dan Eaton, Frank Sterling, John Bordenet, Tim Robertson, Jim McConnell, John Hunt, Mike Abbott, Marge Shepardsen, Ben Tilton, Tara Sad.

Chair Tatro called the meeting to order at 9:06 am. Kathryn Kindopp and staff were recognized and presented the following;

Facilities

Bruce Harrison, Facilities Director, outlined his budget. Among the items of interest, he pointed out that there is a correction to be made in the Outside Services line which reduces the requested funding from \$144,000 to \$138,110. He noted that the department went over a small amount in the Supplies line item and that electricity costs have also gone up. The Nursing home currently has a one-year contract with Trans Canada based on rates that were negotiated last year. Harrison said that the LP Gas line item is lower because of the reduced cost of operations and the Fuel line item is lower, but he has budgeted to accommodate for an increase in fuel costs later in the year based on the volatility in the oil markets.

Telecommunications will be increased to reflect the actual cost of services and Finance Director Trombly will look into this issue as currently IT has responsibility for all telecommunications costs. Also discussed was the pending upgrade of the base telecommunications data service to the nursing home from the current Fairpoint T-1 line to a fiber optic cable that will be installed to the facility. Wi-Fi capability is also anticipated to be added to the buildings in late 2016 early 2017.

Vehicle fuel was budgeted at \$2.25 gallon. With the average running approximately \$1.96 thus far this year. The year-end actuals for this line item may be lower.

Harrison said that the department is on budget in the Building Maintenance and Equipment Repair line items.

Harrison then discussed a \$65,000 department request for Contingency Funds. He discussed the new one year old Honeywell contract that reduced overall costs by approximately 30% and said that the new contract is set-up as a time and materials (T&M) contract in lieu of the previous general coverage agreement. He said that some of the Honeywell systems are now 40 years old and will need to be watched closely as they age

further. The rooftop HVAC systems are from 1998 and the computerized building control software was added about 10 years ago.

The new contract does still cover replacement and repair of the larger items but the terms of the new contract allow maintenance the flexibility to call in repair when it is needed, and not when Honeywell wants to come.

Facilities Capital Budget

The carpet in some areas is due to be replaced and this will be done using with carpet squares instead of broadloom as in the past. Money has been allocated for replacing the A/C system in the Medical Records Department and a new roof for the Wastewater Treatment Plant has been budgeted as well as a new grinder for the Wastewater Treatment Plant has been requested.

He said that the County Farm needs a new hydrant shut off valve and a new pH monitoring system to measure the acidity and alkalinity of the water being processed at the water treatment plant.

Also needed is a roof replacement for the Assisted Living building which is budgeted at \$210,000.

Rep. Eaton asked for a total on the number of county-owned vehicles. (This was brought to the committee members prior to the end of the meeting) He said that it might be profitable to buy or lease our vehicles for two years at the reduced county rate, and then sell them while they are still relatively new at a price higher than our original purchase price. He learned at a conference that other counties/states were doing this. The staff will investigate.

MNH Administration

Kindopp went over the Administration budget and noted that under Membership & Dues, it has been decided to remain associated with the NH Association of Counties (NHAC) and not to switch to NH Healthcare Association. The money for a Wage and Classification Study was put in last year's budget as well as \$40,000 for EGA's work on budgeting the different nursing home scenarios for the Maplewood Delegation Sub-Committee.

The Nursing Quality Assessment Tax ('the bed tax') was explained to the new members.

QIC

Theresa Woolbert and Sabrina Priest reviewed their department budget. The travel line item is for training in the electronic medical records software (ECS) in Wisconsin. It was discussed that having IT and Priest or a department employee go to these trainings together would be beneficial and would increase department's efficiency and cross-

training. There is currently not a database manager assigned in the IT Department or anyone who is trained in those skills. It was suggested that a database manager be considered if a vacancy arises in the department in the future.

Dietary

Dietary Director Lawson is now contracted through a vendor known as Glendale in a similar fashion as she was with the prior vendor Fitz Vogt. Maplewood is now nine (9) months into the new contract, and thus far it is working out very well. Training is included for \$6,000 for 'Grand Dining' method of food service, a method of presenting and preparing food for those with eating and chewing disorders, to make the food edible as well as presentable. Administrator Coates asked if there would be a Trainer of Trainers for this project and Director Lawson answered that she would be the trainer for the staff.

Capital for Dietary

The only capital items anticipated for Dietary are the replacement of two food processors at \$750 each, totaling \$1,500.

Nursing

Rep. Eaton noted that the Community College is not doing LNA training any longer because it was too expensive and there were other schools giving this training. They have instead beefed up their RN and LPN training.

Kindopp noted that we are still short LNA's and that the facility is down about 25% of actual needed staffing levels. The facility has just instituted an in-house program to train LNA's, but only four students have graduated so far. The nursing home has had to hold back on admissions because of lack of LNAs and as a result the LNA Class Payroll line has been doubled to increase the training capacity. An on-going issue is being able to find night shift or weekend staffing.

Capital Budget - Nursing

The capital requests for the nursing budget are for mechanical lift batteries, and oxygen concentrators.

Therapeutic Living Unit (TLC)

The facility has a 22 bed unit closed unit for residents with dementia and other behavioral issues, and has more patients than beds (27). This overflow is in with the general population. The nursing home is licensed for a maximum of 150 but can accommodate a maximum of 148.

Environmental Services

Robin Rahe, Manager of Environmental Services was introduced.

Rahe said that the Outside Services line was decreased due to some budgeted items being moved to the staffing line item. She said that the Commissioners have also reduced the department request for draperies.

Activities

Activates Director Wilson described his budget and said that there is little changed from last year. The department provides activities for Assisted Living residents as well as the Nursing Home residents such as games, shopping, lunches seven (7) days a week.

Social Services

Theresa Walsh, the Director, said that there were few changes in the Social Service budget this year. She described the Eden Alternative person-centered care movement and said that the staff at Maplewood have been doing this for years. She then read a letter from one of the staff talking about why she likes working at Maplewood and those in attendance found it very touching.

Occupational Therapy

Director Gina Cutler described why three (3) different types of therapy programs are needed at the facility. Each one is necessary for different disabilities such as gaining back mobility and range of motion. There are currently 35 residents in some type of therapy. Cutler then described the Medicare reimbursement for therapists.

Capital Budget - Occupational Therapy

OT is putting forth a capital budget request for two Pulse Oximeters @ \$400 each for a total of \$800.00.

Physical Therapy

Laurel Moody, the PT Director, presented with Kindopp.

Moody noted that the Dues & Memberships line item was for dues for the American Physical Therapy Association, which is a national trade organization that lobbies for Physical Therapy issues. She said that the department uses evidence based therapy which is the measurement criteria that most therapy organizations are moving toward.

Capital Budget - Physical Therapy

Physical Therapy has budgeted for new Parallel bars and a Broda reclining wheelchair. Moody said that the pool hasn't been functioning for several months. There was a discussion about the need to keep this piece of equipment operating and it was noted that it is costly to fix and maintain and not many residents are able to use it. It is, however, potentially a marketing tool for prospective residents. An informal consensus developed that discussed closing down the pool if the cost to maintain it cannot be justified.

Misc. Services

Kindopp noted that these items are reimbursable and have an offsetting revenue line.

Speech Therapy

The facility does not currently have a full time Speech Therapist as there has been no successful applicant to date, but is paying the former therapist on a per diem basis while the search continues.

Revenues

Of the \$12,195,452 in Nursing Home Revenue, only \$500,000 was from Pro Share funds. Last year we received \$1.9 million. Rep. Eaton strongly suggested not increasing the budgeted income.

We have an increase in the 3404.01.00-line item (Patient Income - State) of \$70,211, bringing that revenue line to \$5,158,563. The actual 2015 revenue total was \$13,718,707. The 2016 budgeted revenue is \$12,265,663.

Assisted Living Facility (ALF)

Director Christine Neal went over the budget request.

Currently there are 19 of 20 apartments occupied. The Electricity line is higher than last year and it is calculated from an allocation matrix for the entire complex based on square footage of the ALF. The insurance line has been reduced however the 2015 costs were not budgeted correctly.

Assisted Living brings in \$581,136 in revenue from the apartments, and \$50,808 in meals. With these costs the County is barely breaking even with the Assisted Living facility, whereas when the facility was first built the County experienced a significant profit from its operation. Since its opening, other facilities in the area competing with the County have been built in the region. Also noted is the much larger population of Medicaid residents living at the County ALF. The County did not raise the rates last year since we tie our increases to the increase in Social Security, and there wasn't a Social Security increase in 2015.

Rep. Eaton asked if we needed to continue to have an Assisted Living Facility.

Cheshire County Conservation District

Conservation Manager, Amanda Littleton discussed the Conservation District and the many programs it manages including water quality, wildlife protection, farm viability, and environmental protection. She noted that she has brought in quite a few federal and state grants to help with these programs.

There being no other business before the committee, the meeting was adjourned at 12:30 pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is written in a cursive style with a large, sweeping initial "T" and a distinct "S" at the end.

Rep. Tara Sad, Clerk

**Minutes of Executive Committee
Cheshire County Delegation
2016 Budget Review**

**Monday, February 1, 2016
Commissioners Conference Room
County Hall Building
12 Court Street, Keene, NH**

Present: Chair Bruce Tatro, Reps, Tara Sad, Tim Robertson, Paul Berch, John Bordenet, Jim McConnell, Marge Shepardson, Mike Abbott, John Hunt, Dan Eaton, Frank Sterling

The Chair brought the meeting to order at 9:05 am

County Attorney

County Attorney McLaughlin noted line item changes in the budget for review. All lines remain level funded. The Photo Supplies and Office Supplies lines have been moved into a different department. They have also reduced the Expert Witness Expense line by moving it into another line.

Felonies First - there is an expense for Share File software that is necessary for participating in the program and it set as a monthly fee.

There is also an expense for an extra attorney for Felonies First, plus an increase of .33% in the FTE administrative assistant's payroll line to cover additional hours required to support the attorneys in program.

Regional Prosecutors - This department has lost a .5 full-time equivalent (FTE) position that was shifted to the Felonies First position. This reduces the cost to the towns in the regional prosecutor's program by approximately \$20,000 because of the reduction in the prosecutor position.

McLaughlin went over their early experience with Share File program and reported that although it's a training process so far it's working quite well.

The overall caseload has increased by about 20% in the County Prosecutor's Office and scheduling in Superior Court is not as flexible as it was in District Court. Early in process some cases are not being resolved as quickly as they were in the past.

Medical Examiner – A question was asked of McLaughlin, “given the opiate situation, what is the caseload change from the Medical Examiner and also the Prosecutor function”? McLaughlin responded that the ME does a toxicity test, not a full autopsy, on suspected drug overdose deaths. The crime scene often

tells the ME whether or not the death was suspicious or drug-related. Be he also said that he believes that overall autopsies will probably be going up.

Victim Witness - the staff member in this department is paid by a Federal grant. The grant was increased this year by \$15,000. McLaughlin has allocated some of the funds for training, supplies, etc., with \$6,000 allocated to salary, \$9,000 to expenses and training.

Creating lines:	4123.19.01 - Continuing Ed	+\$1,000
	23.02 - Witness Expense	200
	36.41 - Office Supplies	1,040
	39.01 - Printing, etc.	500
	68.01 - Telephone	1,260
	70.01 - Travel, conferences	5,000

Delegation

Rod Bouchard described the department budget

Maplewood Sub-Committee Expenses – Following discussion with delegation members it was decided to increase this line to account for the expected increase in travel and general expenses that will be incurred in 2016 for the delegation as they hold public hearing on the future of Maplewood and the farm committee meets multiple times to discuss and implement a new lease program for the farm. The increases are \$4,000 in the attendance line for MNH and Farm Committees meetings, and \$500 for Travel. The new total is \$17,100, up from \$12,600 last year.

Commissioners

This department is down from last year. The Travel line is low because of the removal of the Grants Manager Position from the Commissioners department budget into a separate Grants department budget.

The Annual Report printing line has been reduced to reflect the move to more digital distribution methods.

Bouchard requested \$27,500 to redo the County Website. The website is not in compliance with the standards and guidelines that counties, municipalities, and state best practices as the last major re-design occurred in the late 1990's. Bouchard said that to best of his knowledge there are no penalties for noncompliance but the County is doing a disservice to the citizens with a poorly designed website that makes it difficult to manage and find data. A discussion ensued regarding the \$27,500.00 which would include updating and redesigning approximately 150 pages. This work would be contracted out but overseen by

Bouchard. The goal is to bring make the site look similar to the Maplewood Nursing site that was redesigned last year.

Rep. McConnell moved and Rep. Eaton seconded the \$27,500 addition to line 4130.29.00. 8 voted in favor, 2 in opposition. The vote passed.

Finance/Treasurer/Personnel Administration

Sheryl Trombly, Finance Director, noted that there was nothing new in the Finance Operations line items. The raises given this year were 1% for longevity, and .5 Cost of Living Adjustment. The travel line has gone up because of the need to travel to the various county facilities.

Trombly reviewed the following lines;

Treasurer - Bond Counsel and Advisory Fees are included in this department and the Treasurer is an elected position.

Personnel Administration

Health and Dental Insurance is through Cigna, the EAP Program is through Anthem. In 2015, the fund was negatively impacted by several large health claims. Because of that, the Stop Loss Insurance went up.

Misty Hall the Assistant Finance Director did a lot of work in 2015 to bring health and wellness programs to the staff, including coordinating the installation of an employee workout room that built by staff members for very low cost and fully equipped at no cost to County taxpayers.

Information Technology

Rob Hummel gave the highlights of his department's budget.

The expenses are:

Personnel – Which finance calculates for the departments and are not controlled by the department managers.

Software Maintenance – These are fixed cost maintenance contracts and are not under control of IT even though it appears in the IT for consolidation purposes. Equipment – Covers IT equipment and expendables like toner, parts, etc.

Hummel said that he has cut any excess spending for it equipment and supplies and allows shops around for best deals in order to keep the budget as low as possible. He said that department operating expenses are down.

Hummel then reviewed the pending requests from departments for expenditures

Maplewood Dietary has requested an upgrade to the Kitchen Meal Tracking Software. \$3,000 to convert, and \$1,850 in training for a \$5,000 increase

The Rehabilitation department has requested a new Rehabilitation software program Rehab Optima, to track manage resident services delivered and billing. The cost of the software is \$6,000.00.

The budget submitted does not include Wi-Fi for the County Hall Building. It could be as much as \$20,000 to install Wi-Fi throughout campus. IT recommends using only commercial industrial quality equipment for this installation.

Finance - Kronos software as an add-on module. As of 7/1/15, CMS is requiring regular reporting of all direct care staffing. Line 82.96.

Phone System PBX - \$45,000. Outdated 3 years. New systems cost between \$80-100,000. IT will begin to start putting a system together. IT suggests that start setting up a capital account to buy one in the near future be explored.

The County has three options for a new phone system, build its own, lease from the outside, or buy one.

Equipment and handsets/maintenance will be requested in next year's budget.

Grants Manager

Grants Manager Suzanne Bansley reviewed the Grants department budget.

Bansley is asking for Continuing education and Professional Association Membership. Plus, Travel to 2 conferences where they discuss Federal Grants and other types of Grants.

Memberships	\$393
Professional Development	\$99
Travel	\$2,837
Local Mileage	\$100
Increase in expenses	\$465

Overall in 2015, Grants had a \$1.2 million revenue from a total amount of \$5.8 million in managed grants, with a large number of these sourced from Federal money.

In response to questions, Bansley reviewed the limitations of the CDBG Grants and their scoring system.

General County

Pam Fortner is our Safety Director. She is in charge of Fire Drills, Ergonomics, Workers' Compensation, Furniture for new hires, etc. She is asking for an increase in the Equipment Purchase line this year to properly account for expenses incurred for furniture acquisition.

Facilities

This includes 33 West Street and the County Hall Building.

Courthouse Maintenance - the fuel line is reduced by \$10,000. Maintenance and Repairs have gone up as the original 40 year old infrastructure and equipment ages.

County Administration Building (33 West St) - The Gas/LPG line is down \$3,687.00 from 2015, bringing the request to \$12,500.

There was a discussion regarding negotiated rate vs. bid rate. We are tied to Keene Gas, since there is no other supplier. We need a piped system in our location.

There is a capital request of \$45,000 for a new roof on 33 West. It is in very poor condition, and is leaking. Bouchard is currently doing RFPs for the 33 West Street building for HVAC maintenance.

Medicaid Human Services

100% of non-Federal Money. Every year the County receives a bill from the state for \$700,000, or 1/12 share of the total counties amount to be paid. All Counties will receive a new bill with a new cap this year. The County pays 100% of the elderly services and the state currently pays 100% of the youth services.

UNH Cooperative Extension

Steve Roberge, the Administrator for the UNHCE, reviewed their budget request. The Personnel line item is down, since they are requesting .5 FTE, rather than the previous .75.

Roberge went on to describe their mission. They no longer do tax preparation help. They look for donations from people who use their services and who can afford it as they can charge for workshops, etc. The County pays about 30% of their total operating costs, with the State and UNH splitting the remainder. They offer 4H, Afterschool Programs, and CCAN (Cheshire County Afterschool Network).

Roberge described the timber sales on the County Land. We have contracted for 40 acres cut. Have received 1/4 of the payment. Waiting for the ground to freeze. We raised \$12,000 in timber sales last year. We average \$5,000 every year historically. They area also reviewing the county-owned land in Chesterfield for selective cutting as well.

Capital Requests

Maplewood Nursing Home - carpet replacement, using carpet squares. Replace the A/C system in the Records Department. Also requested is a new roof for the Wastewater Treatment Plant. We also need the grinder in the WWTP serviced. At the Farm, we need a hydrant shutoff and pH Monitoring.

They are requesting a new roof for the Assisted Living building, which will cost \$210,000.

Rep. Eaton asked for an accounting of the total number of vehicles owned by the County. He noted some counties are buying new vehicles at the reduced state rate, and then selling them within 2 years at a profit. The list of owned vehicles was passed around.

There being no further business, the meeting was adjourned at 11:45 am.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is stylized with a large, sweeping initial "T" and a cursive "Sad".

Rep. Tara Sad, Clerk

**Minutes of Executive Committee
Cheshire County Delegation
2016 Budget Review**

**Monday, February 8, 2016
Commissioners Conference Room
County Hall Building
12 Court Street, Keene, NH**

Present: Chair Tatro, Reps. Sad, Hunt, Eaton, Roberson, Berch, Shepardson, Abbott, McConnell and Bordenet

Chair Bruce Tatro called the meeting to order at 9:00am.

The focus of the day's meeting is the budget for Outside Agencies.

Home Healthcare, Hospice & Community Services HCS - Rep. Hunt recused himself from the discussion due to conflict of interest.

Cathy Sorenson, Paul Morgan, Richard Olmstead and Susan Ashworth were present to represent the Agency.

HCS provides meals, transportation, private duty and home based services.

They are requesting \$115,360. The 2015 adopted budget figure was \$57,750.

Richard Olmstead noted that 80% of the recipients of homemaking services were low income, with 20% over the age of 85. They are frail, unsteady, and without these services would wind up in the nursing home. It is an essential service being provided for these people. For every five hours of homemaking, the risk of a person having to enter a nursing home is reduced by 13%.

There are 50-75 people on the wait list, with a timeline of 30-60 days. More in the outlying towns in the County.

The need has increased recently as funding sources from the past are no longer available as the services HCS provides used to be covered, by Medicare but Medicare is now no longer paying for services. The HCS said that while the requested allocation is large, the need is there and although Hillsborough County is not participating in funding they should be as services are provided to their residents.

Rep. Eaton noted that home services was getting a big push from the federal government. He asked if it was a lack of application flow through, or a code problem.

The HCS staff said that they get paid on providing 60 episodes of care that is needs based. However, the base rate has been reduced and the costs continue to go up. HCS is working to reduce overhead costs but there is still a significant gap in funding.

In response to a question about services outside of the County the HCS staff said that only serve three towns in Sullivan County are served and that the towns are asked for funding to help cover services.

Rep. Eaton asked if they had the option for one-stop shopping, and they don't go to the towns but go to the county only, would they be open to that?

They noted that a lot of Susan Ashworth's time is spent going from town to town asking for money. This change would be scary. It would be a roll of the dice.

Monadnock Center for Violence Prevention

Dawn Girard and Harmony Reed presented for the agency. Robin Christopherson the MCVP Director was not able to attend because of a family situation.

They noted that their audited Annual Report and Financial Statements were provided to the Executive Committee and that there is an \$825.00 difference between the budget amount and the actuals last year.

MCVP is asking for level funding of \$9,000.00 which leverages on the federal grants.

They said that although MCVP is thought of primarily a source of support for abused women, they have about 700 clients of whom 10% are men and male students.

They have offices in Hinsdale, Keene and Peterborough. They get some funding through the Victims of Crimes Act (VOCA). The State handles applying for these grants. But again, Hillsborough County contributes nothing to the operation of the agency.

Youth Services

Beth Hocks from the City of Keene presented their budget.

Juvenile Court Diversion Program - This is a juvenile court diversion program that holds youth accountable for their actions and keeps them out of the court system, thereby reducing costs. The numbers of cases has gone up. 75% of the youth served are from outside the City of Keene. They are requesting \$15,000, which the commissioners have reduced to \$7,500.

Youth Intervention Program (YIP) is focused on youth and families. With the recent opioid epidemic, there is increased complexity in the cases they are seeing. They have interns from KSU and Antioch, who have been very helpful. They are requesting \$15,600, which is level from last year's actual.

Community Kitchen

Phoebe Bray and Bob Filone presented for the Community Kitchen.

They have requested \$15,000, but the commissioners have recommended 2015 funding at \$12,500.

The Community Kitchen consists of a food pantry and a soup kitchen. At the end of 2015, they had 3,542 residents registered. They receive 3 days of food at a time and they are trying to change the type of food they distribute such as products with less added sugar, and more fresh fruits and vegetables.

They served 2,000 hot meals in January and served 674 families at Thanksgiving. 18% of their households have veterans.

Their income was down last year and they are concerned about funding. Their building needs some major repairs and improvements and would be pleased to receive the \$15,000 requested. They said that 25% of the actual costs of the program are paid by the towns where the recipients live and that they have lost a major donor and the golf tournament fund raising event run previously is in jeopardy.

Monadnock Family Services

Peter Skalaban and Phil Wyzik, Executive Director presented for the agency.

Their acute care program is a safety net for Cheshire County residents. Emergency services are provided for substance abusers among others. Out of the 850 adults treated in 2015, 329 were state supported. 61%, or 522, not state supported.

Of the 2800 clients served by MFS, 2200 are from Cheshire County. MFS does poorly under a fee for service plan, which they're forced to use at this time. Prospective Payment on Capitated Care under a Managed Care system would be preferable.

Rep. Eaton asked them about County vs. Town funding and one-stop shopping. They don't know which they would prefer.

75% of their expenses are staffing - 180 staff. They asked for \$63,000 from the County. The Commissioners reduced that to \$60,000.

Monadnock Child Care Advocacy

Phil Hueber, the MCCA Director of Development presented and said that they had asked for \$7,500 in funding and the commissioners' proposal is \$5,000. They coordinate interviews of child abuse victims. They conduct forensic interviews using CCTV equipment to ensure the care and safety of the children. The results of these interviews

often determine if the case will proceed to court. Often times an arrest is made that same day and as a result the abuse almost always ends immediately.

The center helps the victims through referrals to agencies that can assist. They had 125 interviews this past calendar year up 15 from the prior year.

Funding – the local funding has increased from about 17% in the region before, to now about 50%. Monadnock United Way has given them \$25,000. The City of Keene has also contributed. They are adding staff to outreach and educate and to help do post-interview follow-ups. There are Federal VOCA funds available and some federal grants have increased.

There was a discussion on the corporate structure of the agency. 'Granite State Children's Alliance' and the Nashua, Manchester, Laconia and Keene locations were discussed.

Hundred Nights

Mindy Cambiar, Executive Director, and Dick Newton presented for the agency.

The request was for \$10,000, but the commissioners are proposing \$5,000.

They have had 3,529 bed nights with 146 different people. Their total cost per bed per night is \$2.39.

The five-year lease was up at the end of 2015 for the building they occupy. The new lease payment is \$4,000 for 2016 and \$4250 through 2017. The old lease was \$2,850 per month.

Their insurance costs have gone up. They will be getting income for opening their building to the residents of the Men's Shelter on Roxbury Street which will be undergoing renovation.

They were asked if they've looked into tiny housing, or a marriage with the Community Kitchen. Mindy said all alternatives are being investigated. There was a discussion of what other facilities have bed space - UCC Church, South West Community Services (SWCS) men's shelter, and the Water Street Family Shelter. About 80 beds total are available in the city but a lot of people are couch surfing for lack of a place to go. Heroin is a big and growing problem, and disability payments are too low for older people to afford to pay rent on an apartment. The resident mix is now 50% men and 50% women for the first time.

There was a discussion of the Second Chance House and how many residence they house (6 apartments, up to 2 per apartment)

Monadnock Developmental Services.

Alan Greene, Katie Sickles and Lynn Yeiter presented for the agency.

Their funding request was \$40,000 with the commissioners' recommending \$29,000.

State Medicaid monies have been cut by \$30,000.

They described the good that they do with the respite services to families and caregivers for the developmentally disabled in the region.

There being no further business, the meeting was adjourned at 12:00 noon.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is stylized with a large, sweeping initial "T" and a cursive "Sad".

Rep. Tara Sad, Clerk

**Minutes of the Farm Sub-Committee
Cheshire County Delegation**

**Monday, February 8, 2016
Commissioners Conference Room
County Hall Building
12 Court Street, Keene, NH**

Present: Chair Tara Sad, Reps. Abbott, Ames, Chase and Berch The

meeting was called to order at 10:00 am.

Rod Bouchard, Assistant County Administrator, presented the proposed Subdivision Plan for the Blood Farm Property. This subdivision had the least impact on the existing farmland while still meeting the five acre minimum lot size required by the Town of Westmoreland. A major portion of the subdivision includes a ravine and the majority of the lot is situated on the road frontage, rather than spreading back to the river. There is access to the farmland via an existing path that will become a deeded right of way through the property.

RE/Max, the real estate firm that was awarded the RFP for sale of the property, has estimated a sale price of approximately \$175,000. After discussion, Rep. Michael Abbott moved and Rep. Cyndy Chase seconded:

Motion to recommend to the Cheshire County Delegation to accept the subdivision plan of the Blood Farm on River Road in Westmoreland, and furthermore to move forward with the sale of such property as subdivided.

The vote was 5 in favor, 0 against. The motion passed unanimously.

The committee next took up the RFP for the lease of the County Farm property. Bouchard suggested that we separate all buildings for individual lease; the Herdsman's House, the Red Sheep Barn, the Milking Barn, the Heifer Barn, the Open Barn, the Walk-in Sheds, the Maintenance Shed, the Old Red Barn (behind the jail), and the Concrete Block Garage (storage bays). The Concrete Block Garage needs repairs to the rear concrete wall but there is a facilities staff member at Maplewood who is a mason by trade and can do the work on the building. Due to the individual leases, water and power meters if needed will need to be considered for each building.

Bouchard recommended that the lease period initially, as a result of the expiration date of the existing lease, run from May 5, 2016 through December 31, 2018, and be renewable every two years. There was discussion from the attendees who noted that NRCS funding for farm projects require a minimum ownership or control of land of 3 years. Bill Foshier will confirm this time frame. Bouchard noted that the contract can have an automatic renewal. He is trying to

make sure that the land and buildings are being maintained and used beneficially during the lease period.

Bouchard also recommended that the lease limit the amount of trash on the property and the penalties for lack of cleanup. Also needed are penalties for late payment of the rent, and fees for bounced checks. No subleasing will be allowed. Field and crops must be maintained, and all fields must be brought back to their previous crop-bearing condition.

There must be limited access for hikers and the public (the details to be determined). The requirement for production of \$150,000 worth of agricultural products in the old lease should be removed.

Most importantly, there must be a strong termination clause added to the contract, as well as contact information

There are approximately 53 acres that go along with the lease of the County Farm.

There will be a Review Committee established, that will review the applications from the RFP and score them based on the scoring matrix that exists. The committee should include someone from the Conservation Districts, possibly the NRCS, and farmers, among other stakeholders.

The Farm Committee agreed in a show of hands that Rod Bouchard should proceed to prepare the RFP and the draft lease agreement. The Committee will then reconvene to review and approve.

The timetable will be:

- Draft of Lease and RFP complete and committee reconvenes to approve by end of February.
- The beginning of March the RFP is posted and submissions are collected over two-week period.
- Third week in March the Review Committee begins their selection process, which is completed by the end of March.
- First week in April, the winning applicant will be notified.

A discussion regarding the Herdsman's House resulted in a motion by Rep. Ames seconded by Rep. Chase:

Motion to recommend to the Executive Committee of the County Delegation to utilize Farm Capital Reserves in the amount of \$40,000 in order to make necessary maintenance and repairs of the Herdsman's House.

There being no discussion, the vote was taken, resulting in a unanimous vote of 5 to 0 in favor of the motion.

There was next a discussion regarding the Farm Capital Reserve Fund, resulting in the following motion by Rep. Chase, seconded by Rep. Ames:

Motion, to recommend to the Delegation that, upon completion of the sale of the Blood Farm Parcel, that the proceeds of the sale be set aside in reserves as per the following: An amount to be determined will be applied to the Farm Capital Reserves in order to bring the value of the Farm Reserve to be equal to \$75k, with the remainder of the proceeds equally distributed to the remaining County Reserve funds that are in existence.

There being no further discussion, a roll call vote was taken, and the result was 5 to 0 in favor of the motion.

We then discussed a **potential motion to be presented to the Executive Committee for their approval at the next meeting, which sets up the proposed 6 Reserve Accounts, consolidated from the existing 12 accounts.** Rep. Berch moved and Rep. Chase seconded a motion to recommend presenting this motion to the Executive Committee. The vote was 5 to 0 in favor.

There being no further business, the meeting was adjourned at 11:20 am

Respectfully submitted

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is written in a cursive, flowing style with a large, sweeping initial "T".

Rep. Tara Sad, chair and acting clerk

**Minutes of Executive Committee
Cheshire County Delegation
2016 Budget Review**

**Monday, February 15, 2016
Commissioners Conference Room
County Hall Building
12 Court Street, Keene, NH**

Present: Chair Tatro, Reps. Eaton, Hunt, Sad, Robertson, Abbott, Bordenet, McConnell, Berch, Shepardson

Chair Tatro opened the meeting at 9:09AM.

Sheryl Trombly, the Finance Director for the County, gave an overview of the budget changes based on the previous Executive Committee meetings. The Executive Committee is meeting today to accept, reject or add to these changes.

Trombly described the fund balance as of February 9, 2016. According to credit rating company Moody's, the County has a satisfactory reserve level, but they recommend an increase in overall fund balance from the current 11% to around 24-36% which is recommended nationally. It was agreed that a level of approximately 15% would be the target that the County should aspire to, and the Commissioners have adopted a policy to achieve a fund balance of 15% over the next several years.

Rep. Eaton asked the commissioners to investigate having a rainy-day fund versus a fund balance.

Rep. McConnell said that, keeping in mind the Tax Anticipation Note (TAN) for raising monies in anticipation of taxes, and the future bonding for the nursing home, he would be comfortable with a 10% reserve. Rep. Hunt said we've been lower than this in the past. Sheryl said we were at 7% at one time but the County had run into a cash flow problem at that level because the Towns pay erratically, versus the County cash flow needs.

Trombly read the email from Moody's that suggests it would be a positive move to increase in fund balance from the current 11% in order to maintain and strengthen the County's Aa2 credit rating. She said that over time a fund balance of 10% or less would probably institute a review of the County's ratings.

The discussed turned to the amount of taxes to be raised and Trombly said that the Commissioners recommend using \$1.035 million in Pro Share funds and \$1 million from the fund balance to bring it the overall taxes to be raised to a 1.88% increase.

The Executive Committee members then reviewed the commissioners proposed changes.

It was discussed that the Maplewood union negotiations require a change to the budget as after completion of mediation at the facility, the proposed new salary increases would be; 1% the first year, 1.5% the second year, and 1.8% the third year. This will increase the current budget by \$70,396.00 in the wages and benefits lines.

The Commissioners also recommended installation of Wi-Fi in the courthouse for staff and public use and recommended \$5,000.00 be allocated to purchase equipment and to complete the installation of the system.

The Licensed Alcohol and Drug Abuse Counselor (LADAC) at the jail was then discussed. Removing this position would reduce the line item by \$40,170.00.

The Superior Court has asked Behavioral Health Director to take on pre-trial defendants as well the current post-trial clientele that are now served by the Behavioral Court.

This will mean that two new positions for a six-month period beginning 7/1/16 will be required but with a minimal impact on the budget. The program is anticipated to reduce recidivism by 30% and the pending expansion of Medicaid that allows for the billing of services may mean that a revenue stream can be generated to cover some of the anticipated costs

It was learned that some services to Inmates will potentially will be billable at the state level for Medicaid. The increase for the two (2) LADAC's will be \$53,560.00 for the first year. Rep. Hunt proposed adding one position instead of both.

Rep. Shepardson noted that the additional LADAC resources were a response to a statewide need. A discussion ensued regarding the opioid crisis and the numbers of people seeking treatment.

The Committee next discussed taking \$40,000.00 from the County Farm Capital Reserve Fund to do the much-needed repairs to the Herdsman's House which is hoped to be completed prior to the new lease period beginning in May of this year.

We next discussed the requests for Outside Agencies. Rep. Bordenet moved to add back-in originally requested amounts by the agencies and he was seconded by Rep. Robertson. This would increase the amount to be raised by taxes by 1.54%

Rep. Eaton said that the tax rate increases for the LADAC positions were admirable and needed. Rep Eaton moved that 100 Nights received \$10,000.00, which would bring the totals to \$200,000.00 and then to add \$9,000.00 to Monadnock Center for Violence Prevention (MCVP) which would bring the taxes to be raised to 2.42%.

Rep. Berch spoke against the amended motion, saying we should fund the outside agencies at 100% of their requests.

Following discussion, the motion was amended to fund the Outside Agencies at 100% of the 2014 actuals, with the exception of the 100 Nights Shelter which was not funded prior to 2015 and would now be funded at \$10,000.00, and to add \$9,000 to MCVP because it is revenue neutral with expenses covered by grants. This brings the outside agencies to \$203,600.00 and overall adds \$5,000.00 to the 2016 Commissioner's Proposed Budget.

Capital Reserve Funds – County Administrator Coates spoke to the proposed consolidation of the County Capital Reserve Funds from twelve (12) accounts to six (6).

After discussion, Rep. Abbott moved and Rep. McConnell seconded a motion:

Motion, to recommend to the Cheshire County Delegation to consolidate and reconfigure the existing 12 Capital Reserves into 6 Capital Reserves. The consolidation is as follows:

Maplewood Campus Capital Reserve will encompass the current Nursing Home, Assisted Living, Waste Water Treatment and River Bank Erosion Capital Reserves.

The Farm Capital Reserve will encompass the current Farm Building Capital Reserve.

The Corrections Campus Capital Reserve will encompass the current Jail Capital Reserve.

The Keene Campus Capital Reserve will encompass the Court House, Administration Building, Court House Tank and Downtown Capital Reserve.

Information Technology will encompass the Computer Capital Reserve Account.

Legal Reserve will remain the same.

The resulting roll call vote was unanimous - 10 to 0 - in favor of the motion.

Next discussed was the request to split proceeds from the sale of the Blood Farm between bringing the County Farm Capital Reserve to \$75,000.00, and the remainder of the anticipated \$175,000.00 sale price to the general fund.

Rep. Shepardson moved and Rep. Hunt seconded the following motion:

Motion, to recommend to the full Delegation that, upon completion of the Blood Farm parcel, that the proceeds of the sale be set aside in reserves as per the following: An amount to be determined will be applied to the Farm Capital Reserves in order to bring the value of the Farm Reserves to be equal to \$75,000.00, with the remainder of the proceeds to be put in the general fund.

The resulting roll call vote was unanimous - 10 to 0 in favor of Ought to Pass as Amended.

Next Rep. Sad moved and Rep. Hunt seconded the following motion:

Motion, to recommend to the Cheshire County Delegation to accept the subdivision plan of the Blood Farm on River Road in Westmoreland and furthermore to move forward with the sale of such property as subdivided.

The resulting hand vote was unanimous in favor - 10 to 0 There was

then a motion by Rep. Hunt, seconded by Rep. Sad:

Motion, to propose the Executive Committee Taxes to be raised to the Delegation for 2016 in the amount of \$23,898.375.00, which results in 1.99% to be raised by taxes.

The resulting roll call vote was 9 to 0 in favor of the motion There was

then a motion by Rep. Sad, seconded by Rep. Hunt:

Motion to propose the Executive Committee 2015 Recommended Total Budget to the Delegation in the amount of \$43,530,757.00.

The resulting roll call vote was 10 to 0 in favor of the motion.

The full delegation meeting will be scheduled for Monday, March 15th. The Executive Committee will meet at 7:00PM, then immediately following, enter into the full delegation meeting.

This was moved and seconded, passing unanimously.

At 11:17AM Rep. Hunt moved and Rep Sad seconded adjournment. Voted unanimously.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is stylized with a large, sweeping initial "T" and a cursive "Sad".

Rep. Tara Sad, Clerk

**Minutes of the
Cheshire County Delegation
March 14, 2016
County Hall Building
Commissioners Conference Room
12 Court Street, Keene, NH 03431**

Present: Chair Dan Eaton, Vice Chair Paul Berch, Clerk Tara Sad, Reps. John Hunt, Timothy Robertson, Henry Parkhurst, Kris Robert, Lucy Weber, Cynthia Chase, Gladys Johnsen, Bruce Tatro, Richard Ames, Douglas Ley, John Mann, Larry Phillips, Marge Sherpardson, Jim McConnell, Michael Abbott, John Bordenet

The meeting was called to order at 7:20PM

The meeting opened with a motion from Rep. Tatro, seconded by Rep. Hunt,

To accept and adopt the Executive Committee proposed budget for 2016 in the amended amount of \$43,630,505.00.

A brief discussion began and a vote was called. The resulting roll call vote was 19 to 1 (19-1) in favor of the motion.

Rep. Parkhurst then moved and Rep Ames seconded the following motion:

To adopt 2016 taxes to be raise from the city and towns of the County in the amount of \$23,898,375.00 for the 2016 budget year.

There being no discussion, the vote was taken, which was unanimous in favor (20-0)

A motion was then made by Rep. Sad, seconded by Rep. Johnsen,

To accept the subdivision plan of the Blood Farm on River Road in Westmoreland and furthermore to move forward with the sale of such property as subdivided.

The plan was described briefly and there being no further discussion, the vote was taken, which was unanimous in favor - 20-0.

Next, a motion was made by Rep. Sad, seconded by Rep. Chase,

To accept he recommendation of the Executive Committee that upon completion of the sale of the Blood Farm parcel, that the proceeds for the sale be set aside in reserves as per the following: an amount to be determined will be applied to the Farm Capital reserves in order to bring the value of the Farm Reserves to be equal to \$75k, with the remainder of the proceeds to be deposited to the County General Fund to offset taxes to be raised.

The motion was described in greater detail by Rod Bouchard, Asst. County Administrator. There being no further discussion, the vote was taken and it was unanimous in favor - 20-0

Next, a motion was made by Rep. Hunt, seconded by Rep. McConnell

To consolidate, based on the recommendation of the Executive Committee, the existing 12 Capital Reserves into 6 Capital Reserves. The configuration as follows:

Maplewood Campus Capital Reserve will encompass the current Nursing Home, Assisted Living, Waste Water Treatment and River Bank Erosion Capital Reserves.

The Farm Capital Reserves will encompass the current Farm Building Capital Reserves.

The Corrections Campus Reserves will encompass the current Jail Capital Reserves.

The Keene Campus Capital Reserves will encompass the Court House, Administration Building, Court House Tank, and Downtown Capital Reserve.

Information Technology Reserve will encompass the Computer Reserve Account.

Legal Reserve will remain the same.

There being no discussion, the vote was taken, which was unanimous in favor - 20-0.

A motion was then made by Rep Berch, seconded by Rep. Abbott,

To accept and adopt the Executive Committee recommendation to set he elected officials salary effective January 1, 2017

County Commissioners - at a rate of \$11,000 per year

County Treasurer - at a rate of \$1,500 per year

Register of Deeds - at a rate of \$57,000 per year

County Attorney - at a rate of \$82,000 per year

County Sheriff - at a rate of \$57,000 per year

Brief discussion followed, and the resulting vote was unanimous in favor - 20-0

A motion was then made by Rep. Robertson, seconded by Rep. Ames

To accept and ratify the three-year collective bargaining agreement (effective April 1, 2016) for the Maplewood Nursing Home Service Employees.

Brief discussion followed, and the resulting vote was 19-0 in favor of the motion. (Rep. Roberts abstained)

There being no further business coming before the Delegation, the meeting was adjourned at

7:55PM. Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is stylized and cursive.

Rep. Tara Sad, Clerk

MINUTES
Cheshire County Commissioners Meeting
Wednesday August 15, 2016 10:00AM
County Hall Building
Commissioners Meeting Room
12 Court Street
Keene, NH 03431

PRESENT: Representative's; Tatro, Mann, Hunt, Abbott, McConnell, Bordenet, Emerson, Sad, Robertson, Sterling, Shepardson, Ames, Eaton, Phillips

COMMISSIONERS & STAFF: Commissioners, Stillman Rogers, Charles Weed, and Peter Graves, County Administrator Chris Coates, Finance Director Trombly, Nursing Administrator Kindopp, and Assistant County Administrator (ACA) Bouchard

At 10:02AM Chair Tatro opened the meeting and recognized Finance Director Trombly who presented the 2nd quarter budget review.

Second Quarter 2016 County Budget Review – S. Trombly, Director of Finance

At the end of the second quarter, revenues adjusted for the tax collection pattern have reached 51.64% of the budgeted revenue projections with the Nursing Home having achieved 48.00%. As revenues, should be at 50%, this indicates that revenues are ahead of expectations for the General County but running short for the Nursing Home. The totals combined provide for an excess of approximately \$303,000.00.

At the end of the second quarter, expenses are below budget by \$516,497.00 after adjusting for major items that have not been expended due to timing Overall county expenses are at 49.26% spent and Maplewood having expended 47.42% of their appropriated budget.

As you review the second quarter reports, the following areas may be of interest:

Revenues: General County

Municipal Assessment is a 0.00% of the projected budget. This remains at zero (0) for most of the year until the Department of Revenue Administration provides the appropriation listing and the bills have been mailed. Taxes will be due by December 19th for 2016.

Registry of Deeds are at 52.03% of the budgeted projections. As recorded documents tend to be slower in the winter months, it is likely as the year progresses that this revenue will hit projections for 2016.

Federal Inmates revenues have already achieved 93.80% of the 2016 budgeted revenues. The 2016 census is budgeted for 27 Federal Inmates. To date the average census has been 51 with a high of 63. If these census levels continue, year- end could result in a potential excess of \$800,000.00.

Sale of Timber — currently remains at zero (0), however the loggers have recently started and the revenues should meet projections.

MINUTES
Cheshire County Commissioners Meeting
Wednesday August 15, 2016 10:00AM
County Hall Building
Commissioners Meeting Room
12 Court Street
Keene, NH 03431

Based on the current average census, the short fall for revenues for 2016 could amount to approximately \$540,000.00 by year-end.

Expenses — Maplewood Nursing Home

Maplewood Departments — Overall expenses for Maplewood are at 47.42% expended (adjusted for timing) This equates to expenses being under budget by approximately \$392,000.00. The Administration budget accounts for the 5.5% Bed Tax paid on all Nursing Home revenues is currently at 52.50% expended. This current overage is based on the timing of the bed tax payments and insurance payments. This budget will level off and come in on budget by year-end.

The remaining departments are well within budgeted expenses. The nursing home administration, with the support of the nursing home departments, continue to work hard to manage expenses with the realization of the lower census by modifying staffing needs when appropriate. As a result, expenses are coming under as of the second quarter by approximately \$304,000.00. As we are only at the mid-year point in the 2016 budget and payroll increases have not been fully recognized, it is expected that expenses overall will accelerate somewhat from what was realized in the first half of the year. However, it is expected that the revenue shortfall will be managed by expenses coming under.

Maplewood Administrator Kathryn Kindopp was asked about the medical personnel shortage at Maplewood and she replied that the main reason for the staff shortage is that regionally over 128 open positions were identified in last quarter and that the general shortage of trained staff in the area means that all care institutions end up competing for the same limited pool of the employees. Kathryn Kindopp was asked if the compensation for LNAs was comparable to other facilities. She said that they were, however our compensation for RNs is lower by \$4/hour.

A question about the sale price of the Blood farm was answered by Bouchard and he said that the 5.1-acre parcel with the house is on the market for \$199,500.00.

A short discussion of Maplewood census downturn was had and it was stated that personnel staffing issues were the main reason for reduction in residents.

Representative Hunt then made a motion to accept the budget as presented and Representative Sad seconded the motion. Upon vote motion passed unanimously.

Director Trombly then reviewed the proposed Pro-Share allocations and highlighted a few new items that have been added to the list, most notable a request for \$55,000.00 to replace a main heat exchanger in the boiler room at the Nursing Home.

MINUTES
Cheshire County Commissioners Meeting
Wednesday August 15, 2016 10:00AM
County Hall Building
Commissioners Meeting Room
12 Court Street
Keene, NH 03431

A discussion of the need to replace many of the mattress at the nursing home take place and Kindopp explained the rotation system that she has been using to replace a few mattresses each year. Following an extended question and answer session, Rep. Eaton moved to increase line item 4900.97.52 from \$3,600.00 to \$30,000.00 for express purpose of being able to replace as many mattresses as needed this year was seconded by McConnell. Upon vote the motion passed with 1 Nay 11 Yea's.

At the conclusion of discussion Representative Hunt moved to accept budget as amended and was seconded by Rep. Eaton. Upon vote the motion passed unanimously with 12 Yea's.

It was then decided to convene a meeting of the Executive Committee on September 12th, at 10:00AM to discuss the Maplewood recommended options made by the Maplewood Sub-Committee. An anticipated agenda item will include the discussion of when a final vote on the options will take place.

A dialogue began concerning the documents supplied by Commissioner Rogers on the discussions that were held this year that considered the options for the re-use of the Maplewood facility if the option to build a new facility in the Keene area was chosen.

At 11:07AM a motion to adjourn was made by Rep. Hunt and seconded by Rep. Eaton and upon vote the motion passed unanimously.

Respectfully Submitted,

A handwritten signature in black ink, appearing to read "T. Sad". The signature is stylized and written in a cursive-like font.

Rep. T. Sad, Clerk

**Minutes of the
Cheshire County Delegation
August 22, 2016
County Hall Building
Commissioners Conference Room
12 Court Street, Keene, NH 03431**

Present: Chair Dan Eaton, Vice Chair Paul Berch, Clerk Tara Sad, Reps. John Hunt, Timothy Robertson, Henry Parkhurst, Lucy Weber, Cynthia Chase, Gladys Johnsen, Bruce Tatro, Richard Ames, Douglas Ley, John Mann, Larry Phillips, Marge Sherpardson, Jim McConnell, Michael Abbott, John Bordenet, Susan Emerson

The meeting was called to order at 7:07PM

The meeting opened with a motion from Rep. Sad, seconded by Rep. Parkhurst,

Motion to accept the recommendation of the Executive Committee and to Increase revenue line #3404.10.00 (State of NH Proportional Share Funds) by \$1,298,484.00 for the receipt of State of NH Proportional Share Funds not previously budgeted, and to authorize the use of Proshare funds for the following:

Increase account #4900.89.11, Maplewood Capital Improvements by \$80,750.00 for additional building projects to include:

**\$3,500.00 Replace burner housing on boiler #1,
\$4,750.00 Replace kitchen loading door,
\$4,500.00 Replace laundry hall door,
\$3,500.00 Replace 3rd floor day room door,
\$9,500.00 Replace shade house roof,
\$55,000.00 Replace heat & hot water converter**

Increase account # 4900.97.11, Maplewood Capital Equipment by \$11,500 to include:

**\$3,000.00 Canopy for wheelchair van
\$8,500.00 Truck sander**

Increase account # 4900.97.34, Capital Improvements Information Technology by \$12,800 to include:

**\$7,000.00 Kronos licenses for PBJ requirement
(CMS requirement)
\$5,800.00 HL7 Interface (e-charting for therapies)**

Increase account # 4900.89.14, Capital Improvement Water Treatment Plant by \$10,500.00 to include:

**\$2,500.00 Replace raw water pump
\$8,000.00 Re-bedding depth filters**

Increase account # 4900.97.52, Capital Equipment Nursing by \$58,000 to include:

**\$8,000.00 Specialty mattress replacement
\$30,000.00 Mattress replacements
\$20,000.00 Bed Frame replacements**

**Increase account # 4915.89.00, Maplewood Capital Reserves by \$100,000.00
Furthermore, to reserve the remaining \$1,024,934.00 by applying to fund balance to offset the
2017 Projected MNH Revenue shortfall that will ultimately offset taxes to be raised.**

Following a clarification question asked by Rep. Parkhurst and answered by Sheryl Trombly, a roll call vote was taken, which was 19-0 in favor of the motion.

Next, Rep Tatro moved and Rep. Shepardson seconded motion

**To accept and adopt the Executive Committee proposed amended budget for 2016 in the amount of
\$43,904.055.00.**

There being no discussion, a roll call vote was taken, which was unanimously in favor of the motion, 19-0.

New Business

Rep. McConnell moved and Rep. Hunt seconded a motion

Motion to convene a Delegation meeting for the purpose of voting on the Maplewood Nursing Home on or before October 17th prior to the election to consider the recommendation of the Executive Committee

Rep. McConnell spoke to his motion, saying that enough time had been spent on the issue, and that the voters have a right to know how the delegation members voted when they go to the polls in November.

Rep. Eaton spoke in opposition to the motion, saying there were four additional pieces of information yet to come in that will have bearing on our decision. He committed to having a vote before a new delegation is sworn in in December.

A question was asked as to the nature of the four pieces of missing information. Rep. Eaton said one of them was availability of federal financing, the amount of the financing, the guarantees that will be made on the project, and whether or not an offer is going to be made on the existing property.

Rep. Berch mentioned the commitment from an organization before the vote. He has information received from the Commissioners that there is a feasibility study being done, which will not be completed until December 31st. It is unlikely that the information from this feasibility study will be available to us before the delegation changes.

Rep. Berch then discussed the relationship between Caron Treatment Centers, Dartmouth Hitchcock and Cheshire Medical Center, noting that there was no firm commitment to lease the existing MNH facility from any of these entities thus far.

County Administrator Coates described the role each of the entities is taking in the organization, with Cheshire Medical Center taking the lead role.

Rep. Ames summarized the discussion. The understanding may be that the mid-October vote will be taken saying that there is not sufficient information to make a recommendation with the understanding that a determining vote be made before the termination of our business. The existence of a deadline will encourage everyone involved in the negotiations to work harder.

There being no further discussion, a roll call vote was taken. 18-1 in favor of the motion

There being no further business before the Delegation, a motion was made by Rep. Tatro, seconded by Rep. Weber to adjourn at 7:45 pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is stylized with a large, sweeping initial "T" and "S".

Rep. Tara Sad, Clerk

**Minutes of the
Cheshire County Delegation
Executive Committee Meeting
September 12, 2016
County Hall Building
Commissioners Conference Room
12 Court Street, Keene, NH 03431**

Present:

Exec. Committee Members: Chair Bruce Tatro, Reps. Dan Eaton, Susan Emerson, , Tara Sad, Marge Shepardson, Frank Sterling, Berch, Mike Abbott, John Bordenet, Jim McConnell, John Hunt and Tim Robertson

Representatives also present: Dick Ames, John Mann, Cyndy Chase

County Commissions/Administrators present: Chris Coates, Stillman Rogers, Chuck Weed

Chairman Tatro opened the meeting and heard a motion from Rep. Berch, seconded by Rep. McConnell

Move that the Executive Committee approve the A-2 plan, which is for the rehabilitation of and addition to the existing Maplewood Nursing Home in Westmoreland, and that this approval be forwarded to the full Delegation as its recommendation

Rep. Berch spoke in favor of his motion. Also speaking in favor of the motion were Reps. Eaton, McConnell, John Hunt and Frank Sterling. Speaking against the motion were Reps. Tim Robertson, Marge Shepardson and John Bordenet.

After some discussion, Rep. McConnell made a motion to move the question, which was seconded by Frank Sterling. The resulting hand vote was 9 in favor, 3 against.

The roll call vote on the motion was then taken, with 9 voting in favor, and 3 against.

Commissioner Rogers noted that in order to get a meaningful construction estimate for the Westmoreland facility, they will need to do some soil testing to reevaluate the geological safety of the property. The estimates will be ready for the next meeting of the full Delegation, which is scheduled for October 17th at 7:00 pm.

There being no further business, Rep. Sterling moved and Rep. McConnell seconded the motion to adjourn. The vote was unanimous. The meeting was adjourned at 10:48 am



Respectfully submitted,
Rep. Tara Sad, Clerk

**Minutes of the
Cheshire County Delegation
October 17, 2016
County Hall Building
Commissioners Conference Room
12 Court Street, Keene, NH 03431**

Present: Chair Dan Eaton, Vice Chair Paul Berch, Clerk Tara Sad, Reps. John Hunt, Timothy Robertson, Henry Parkhurst, Lucy Weber, Cynthia Chase, Gladys Johnsen, Bruce Tatro, Richard Ames, Douglas Ley, John Mann, Larry Phillips, Marge Sherdardson, Jim McConnell, Michael Abbott, John Bordenet, Susan Emerson, Kris Roberts, Ben Tilton, and Frank Sterling.

Absent: None

The meeting was called to order by Chairman Eaton at 7:07 PM. He reviewed the agenda. He noted the letter from the Town of Winchester in support of the nursing home staying in Westmoreland. He also bought up the recent *Keene Sentinel* editorial, and spoke to a number of inaccuracies in the article.

He then noted that the Executive Committee had a vote on the subject of the future of Maplewood, and called on Bruce Tatro, chair of the Executive Committee, for a motion.

Move to accept the motion of the Executive Committee to approve the A-2 conceptual plan, which is for the rehabilitation of and addition to the existing Maplewood Nursing Home in Westmoreland and request that the Commission undertake necessary steps to engage in Architectural Services to finalize amounts necessary for bonding.

Rep. Berch seconded the motion.

Discussion ensued.

Rep. Berch spoke in favor of the motion. Pointed out the 9-3 vote in favor of the motion by the Executive Committee. The public wants us to move with deliberate speed. Delays will undoubtedly cost money. To start over would mean that 30% of the new delegation would know nothing of the issue and the study, which has taken two years to date, would have to start all over again, causing further delay.

His conclusions in favor are:

- Most residents want to stay
- Families, mostly, want it to stay
- Staff, mostly, want it to stay
- Public mostly wants it to stay
- Construction costs/operation costs will be less in Westmoreland. and
- Assisted living has more of a chance of continuing in Westmoreland

Rep. Berch said “We don't throw stuff away in New Hampshire - Yankee frugality”. “Grafting onto a building is symbolic of the Granite State. We rehab older structures, not tear them down”. He finished by asking the delegation to respect the wishes of the residents and their families.

Kris Roberts spoke in support of the motion, noting that he had been in a nursing home in Keene, and it was not a good situation. Westmoreland is a good place for its residents and the staff.

Gladys Johnsen spoke in favor of the motion. She listened to the people who are residents, and they love it there.

Cyndy Chase spoke against the motion, asking how many people have died in the ambulance getting from the nursing home to the hospital, or while waiting for the ambulance to get to Westmoreland from Keene?

Tim Robertson spoke against the motion. It is best to have the county nursing home located in Keene, which is centrally located and closer to all services. Scenic views don't matter. The noise and mess that will come with the renovation and building will be bad for the patients.

John Hunt spoke in favor of the motion, noting that people from Rindge don't go to Westmoreland because there are three other nursing homes closer to them. The people in the northwestern part of Cheshire County have no option other than the nursing home.

Larry Phillips spoke against the motion. He urged people to think of the future. There is a question of quality. We should not be caring about what to do with the old building. Someone will take it. Give it away.

Marge Shepardson spoke against the motion, noting that this was a chance to do something new. Closer to Keene is better.

Dick Ames spoke against the motion. Keene is centrally located to services, doctors, energy, relatives. There are more design opportunities at the Keene location. We would need to attend to the old building. Future legislatures cannot be obligated by a current body.

Jim McConnell then spoke in favor of the motion, noting that 150 of the medically neediest patients reside at the nursing home. the A-2 solution is appropriate for this population. Rural Development money available in Westmoreland will save us \$5 million, which is only available in Westmoreland.

John Bordenet spoke against the motion, noting that the competition for nurses would be easier to overcome in Keene, because more nurses would want to live there rather than drive to Westmoreland. During the construction period, the population will be reduced because nobody will want to live in a place that is dirty and noisy. There will be no parking lot during the construction. Start new in Keene.

John Mann spoke in favor of the motion. He hopes the new delegation doesn't have to reinvent the wheel. Soils need to be investigated. The new delegation needs to arrange for engineers to study the area.

Lucy Weber spoke in favor of the motion. The people want it there.

Susan Emerson spoke in favor of the motion. Keeping assisted living is important.

Tim Robertson spoke for the second time, noting that proximity to doctors and dentists is important. They don't make house calls.

Paul Berch noted that the distance from Westmoreland to Keene is not that much different from that of Marlborough to Keene.

Dan Eaton spoke last. He noted that he has timed his trip from Stoddard to Westmoreland, and he can get there in fifteen minutes without speeding. He said it takes him that long to get from one side of Keene to the other at times. The building in Westmoreland is structurally sound. The new wing will house residence while the current building is being rebuilt, therefore the disruption will be minimal to the residents. The staff and residents don't care about the effects of construction. It will give them something to look at and talk about.

He also noted that there is no potential use for the existing building. They have aggressively marketed the building to anyone who would listen for over a year. There has not been one bite. Tax credits vs. USDA funding make the costs similar. There is a probable waiver for the assisted living in Westmoreland - there is no possibility of one in Keene.

The staff is not any more available in Keene than in Westmoreland. The view is beautiful. The people who live there and the people who visit them love the location. They come out of love for their relatives/friends, not because it's closer to their work.

Rep. Parkhurst moved to limit debate. Rep. Mann seconded. The voice vote was unanimous.

The resulting roll call vote was 16-6 in favor of the motion.

Rep. Parkhurst then moved

Move to support the appropriation of \$30,000.00 in the 2017 budget effective January 1, 2017 in order to hire an Owners Representative/Project Manager and to authorize engaging this position immediately. This amount will fund a 1/2 year of services at which time the remaining amount will be factored into the overall budget.

Rep. Abbott seconded. There was no discussion. Rep. McConnell moved to call the question. Rep. Abbott seconded the motion, which was voted on unanimously.

A roll call vote ensued, which was unanimously in favor of the motion - 22-0

Next Rep. McConnell moved:

Move to support the appropriation of \$250,000.00 in the 2017 budget in order to engage the services of an Architectural firm or Construction Management Team, to be determined, in order

to get final design and construction costs to rehabilitate and make additions to the Maplewood Nursing Home Facility in Westmoreland and to authorize making these funds available as of January 1, 2017.

There being no discussion on the motion, a roll call vote was taken, and the result was 19-3 in favor.

Those delegates not returning for the next term were recognized.

Rep. Eaton thanked Rep. Mann for his leadership on the Maplewood Subcommittee. The committee was terrific, and they worked hard and long on the issue.

Kathryn Kindopp was thanked for her support, and were Sheryl Trombly and Chris Coates. The commissioners are thanked as well.

There being no further business before the Delegation, a motion was made by Rep. Parkhurst, seconded by Rep. Abbott to adjourn at 7:50 pm.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Tara Sad". The signature is written in a cursive, flowing style with a large initial "T" and "S".

Rep. Tara Sad, Clerk

Minutes of the
Cheshire County Delegation
December 12, 2016 7:00PM
County Hall Building
Delegation Meeting Room
12 Court St.
Keene, NH 03431

Present: Chair Rep. Dan Eaton, Rep's; Abbott, Ames, Berch, Bordenet, Faulkner, Hunt, Johnson, Ley, Mann, McConnell, Meader, Parkhurst, Shepardson, Sterling, Tatro, Weber.

COMMISSIONERS & STAFF: Commissioners, Stillman Rogers, Charles Weed, and Peter Graves, County Administrator Chris Coates, Finance Director Trombly, Treasurer Zerba, Deputy Treasurer Lynch, Nursing Administrator Kindopp, Assistant County Administrator (ACA) Bouchard, and Register of Deeds Anna Tilton.

Chairman Dan Eaton called the organizational meeting of the county delegation to order at 7:00 PM. The first order of business was to elect officers of the Delegation.

Rep. Abbott moved and Rep. Bordenet seconded that Rep. Dan Eaton be chair, Rep. Paul Berch vice-chair, and Rep. Marjorie Shepardson clerk. The vote was unanimous.

The Executive Committee was appointed as follows: Reps. Tatro (chair), Hunt (vice-chair), Abbott, Ames, Berch, Bordenet, Eaton, Mann, McConnell, and Meader.

Other Business:

Attorney Matt Upton presented a bargaining agreement that has been reached with the Sheriff's deputies and forwarded to the full Delegation by the previous Executive Committee. There was little discussion as the issue had been previously vetted.

Rep. Weber moved and Rep. McConnell seconded that the Delegation ratify the Commissions' approval of a 2.5-year collective bargaining agreement for the Sheriff's department. The motion passed on a roll call vote, 17-0.

The public hearing was called to order at 7:15.

Rep. Parkhurst asked for an introduction of new members of the Delegation, which was done.

Commissioner Stillman Rogers then presented an overview of the 2017 county budget. He discussed the Grants Department that has brought over \$5 million into the county and towns. He also pointed out that the county budget has had little increase in the amount to be raised by taxes for the last five years. This year the Commissioner's proposed budget is starting with a request for an increase of about 2.3%.

Commissioner Rogers concluded with a statement that Cheshire County is the best-run county in the state. Chairman Eaton thanked him for a lifetime of service, as Commissioner Rogers is retiring this year.

Rep. McConnell asked if there are any "strings" attached to the list of grants that could have an impact on County finances. County Administrator Chris Coates said he will follow up on the request.

Comments on the budget: Rep. Parkhurst asked about an increase in payroll which was explained as something the delegation voted on and approved last year during the 2016 budget review.

Registry of Deeds Surcharge Account

Anna Tilton, Register of Deeds, explained that there is a fee of \$2.00 per document collected at the Registry which accumulates in the Surcharge account. She that the fund is for equipment needs of the Registry and that the delegation is required to approval any funds spent from the account.

Rep. Parkhurst moved and Rep. Bordenet seconded that the delegation approve the spending of \$14,400.00 from surcharge funds for acquisition of equipment for the Registry of Deeds. The motion carried by a vote of 17-0.

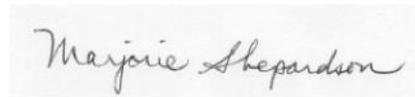
Update on Maplewood

Chris Coates introduced Steve Horton, the owner's representative, to provide information on improvements to Maplewood that the Delegation voted on earlier this year. Mr. Horton is establishing a team and gathering information on the remodeling project. He has had eleven responses so far, five (5) from architectural firms and six (6) from construction management firms. He hopes to have a 20% schematic plan (enough to vote on a bond) by March, for a bond vote in May.

Rep. McConnell asked about nursing shortages due to changes at NH Community Colleges. Rep. Eaton said that he has been working with the colleges to remedy problems with the course schedule and other issues. Rep. McConnell asked that the Delegation be kept up to date on this issue.

There being no other business the meeting was closed at 8:00PM and the new Executive Committee called a meeting immediately following.

Respectfully submitted:

A handwritten signature in cursive script that reads "Marjorie Shepardson". The signature is written in dark ink on a light-colored background.

Rep. Marjorie Shepardson, Clerk

COUNTY OF CHESHIRE, NEW HAMPSHIRE
Financial Statements
With Schedule of Expenditures of Federal Awards
December 31, 2016
and
Independent Auditor's Report

**Report on Internal Control Over Financial Reporting
and on Compliance and Other Matters Based on an Audit
of Financial Statements Performed in Accordance
With *Government Auditing Standards***

**Report on Compliance for Each Major Federal Program and
Report on Internal Control Over Compliance
Required by the Uniform Guidance**

Schedule of Findings and Questioned Costs

COUNTY OF CHESHIRE, NEW HAMPSHIRE
FINANCIAL STATEMENTS
December 31, 2016

TABLE OF CONTENTS

	<u>Page(s)</u>
INDEPENDENT AUDITOR'S REPORT	
MANAGEMENT'S DISCUSSION AND ANALYSIS	i-ix
BASIC FINANCIAL STATEMENTS	
EXHIBITS:	
A Statement of Net Position	1
B Statement of Activities	2
C Balance Sheet – Governmental Funds	3
C-1 Reconciliation of the Balance Sheet of Governmental Funds to the Statement of Net Position	4
D Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds	5
D-1 Reconciliation of the Statement of Revenues, Expenditures and Changes in Fund Balances of Governmental Funds to the Statement of Activities	6
E Statement of Net Position – Proprietary Funds	7
F Statement of Revenues, Expenses and Changes in Net Position – Proprietary Funds	8
G Statement of Cash Flows – Proprietary Funds	9
H Statement of Fiduciary Net Position – Fiduciary Funds	10
NOTES TO BASIC FINANCIAL STATEMENTS	11-31
REQUIRED SUPPLEMENTARY INFORMATION	
SCHEDULES:	
1 Schedule of Revenues, Expenditures and Changes in Fund Balance – Budget and Actual (Budgetary Basis) – General Fund	32
2 Schedule of Funding Progress for Other Post-Employment Benefits	33
3 Schedule of Changes in the County's Proportionate Share of the Net Pension Liability	34
4 Schedule of County Contributions	35
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION	36-37

**COUNTY OF CHESHIRE, NEW HAMPSHIRE
FINANCIAL STATEMENTS
December 31, 2016**

TABLE OF CONTENTS (CONTINUED)

	<u>Page(s)</u>
FEDERAL COMPLIANCE	
SCHEDULE:	
I Schedule of Expenditures of Federal Awards	38-41
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS	42
Report on Internal Control Over Financial Reporting and on Compliance and Other Matters Based on an Audit of Financial Statements Performed in Accordance with <i>Government Auditing Standards</i>	43-44
Report on Compliance for Each Major Federal Program and Report on Internal Control Over Compliance Required by the Uniform Guidance	45-46
Schedule of Findings and Questioned Costs	47-48

INDEPENDENT AUDITOR'S REPORT

To the Board of Commissioners
County of Cheshire, New Hampshire

Report on the Financial Statements

We have audited the accompanying financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the County of Cheshire, New Hampshire (the County) as of and for the year ended December 31, 2016, and the related notes to the financial statements, which collectively comprise the County's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the County of Cheshire, New Hampshire, as of December 31, 2016, and the respective changes in financial position, and, where applicable, cash flows thereof for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Other Matters

Required Supplementary Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis, budgetary comparison information, schedule of funding progress for other post-employment benefits, schedule of changes in the County's proportionate share of the net pension liability, and the schedule of County contributions on pages i-ix and 32-37 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the County of Cheshire, New Hampshire's basic financial statements. The accompanying schedule of expenditures of federal awards is presented for purposes of additional analysis as required by Title 2 U.S. *Code of Federal Regulations* (CFR) Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards*, and is not a required part of the basic financial statements.

The schedule of expenditures of federal awards is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the basic financial statements. Such information has been subjected to the auditing procedures applied in the audit of the basic financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the basic financial statements or to the basic financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the schedule of expenditures of federal awards is fairly stated, in all material respects, in relation to the basic financial statements taken as a whole.

Other Reporting Required by Government Auditing Standards

In accordance with *Government Auditing Standards*, we have also issued our report dated April 20, 2017 on our consideration of the County of Cheshire, New Hampshire's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and

grant agreements. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the County of Cheshire, New Hampshire's internal control over financial reporting and compliance.

Vachon Clukay & Company PC

Manchester, New Hampshire
April 20, 2017

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

The discussion and analysis of Cheshire County's financial performance provides an overview of the County's financial activities for the year ended December 31, 2016. The intent of this discussion and analysis is to look at the County's financial performance as a whole.

FINANCIAL HIGHLIGHTS

Key financial highlights for 2016 are as follows:

- The County's net position for year-end was \$8,441,731 an increase of \$382,088 which represents a 4.74% increase over 2015 from \$8,059,643.
- At the end of the current year, the County's governmental funds reported a combined ending fund balance of \$9,239,684 an increase of \$651,820 from the prior year balance of \$8,587,864. Of this amount, \$6,042,626 is available for spending (unassigned).
- At the end of the current year, unassigned fund balance for the General Fund was \$6,042,626, which represents a 14.71% increase from the prior year balance of \$5,267,682.

OVERVIEW OF THE FINANCIAL STATEMENTS

This annual report consists of a series of financial statements. These statements are organized so the reader can understand the County as a financial whole or as an entire operating entity. The statements also provide a detailed look at specific financial conditions.

The County's basic financial statements are comprised of three components:

1. Government-wide financial statements
2. Fund financial statements
3. Notes to the financial statements.

This report also contains other supplementary information in addition to the basic financial statements themselves.

GOVERNMENT-WIDE FINANCIAL STATEMENTS

The Government-wide financial statements are designed to provide readers with a broad overview of the County's finances, in a manner similar to a private-sector business.

STATEMENT OF NET POSITION AND STATEMENT OF ACTIVITIES

The statement of net position presents information on all of the County's assets, deferred outflows of resources, liabilities, and deferred inflows of resources with the balance reported as net position. The statement of activities presents information showing how the County's net position changed during the current year. These statements are prepared using the accrual basis of accounting similar to the accounting method used by private sector companies. This basis of accounting takes into consideration all of the current year's revenues and expenses, regardless of when the cash is received or paid.

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

The change in net position is important because it tells the reader whether, for the County as a whole, the financial position of the County has improved or diminished. However, in evaluating the overall position of the County, non-financial information such as changes in the County's tax base and the condition of the County's capital assets will also need to be evaluated.

In the statement of net position and the statement of activities, the County is presented as one activity:

- **Governmental Activities**—All of the County's programs and services are reported here, including General Government, Public Safety, Human Services/Medicaid Expenses, Assisted Living Facility, Conservation and Economic Development as well as The County Nursing Home. These services are funded primarily by taxes and intergovernmental revenues, including federal and state grants and other shared revenues. The Nursing Home does generate a substantial amount of revenue in charges for services but does require funding by taxes as well.

FUND FINANCIAL STATEMENTS

A fund is a grouping of related accounts that is used to maintain controls over resources that have been segregated for specific activities or objects. The County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance related legal requirements. The funds of Cheshire County can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. Fund financial statements provide detailed information about the County's major funds. Based on the restriction on the use of moneys, the County has established many funds that account for the multitude of services provided to our residents. In 2016, the County has determined the General Fund to be the only major governmental fund.

GOVERNMENTAL FUNDS—Governmental funds are used to account for essentially the same functions reported as governmental activities on the government wide financial statements. Most of the County's basic services are reported in these funds that focus on how money flows into and out of the funds and the year-end balances available for spending. These funds are reported on the modified accrual basis of accounting that measures cash and all other financial assets that can be readily converted to cash. The governmental fund statements provide a detailed short-term view of the County's general government operations and the basic services being provided, along with the financial resources available.

Because the focus of the governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities on the government wide financial statements. By doing so, readers may better understand the long-term effect of the government's short term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The County maintains a multitude of individual governmental funds. Information is presented separately on the governmental fund balance sheet and on the governmental fund statement of revenues, expenditures, and changes in fund balances for the major funds, identified earlier as the General Fund. Data from the other governmental funds, which includes Hemenway Fund, Deeds Surcharge, Sheriff's Forfeiture Fund and Civil Processing, CDBG Fund, ARRA Fund and Grant Funds are combined into a single, aggregated presentation.

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

PROPRIETARY FUNDS—The County has one proprietary fund. The County uses an internal service fund for its self-funded Health and Dental Insurance account.

FIDUCIARY FUNDS—Fiduciary funds are used to account for resources held for the benefit of parties outside the County. Fiduciary funds are not reflected on the government-wide financial statements because the resources from those funds are not available to support the County's programs. The accounting method used for fiduciary funds is much like that used for the proprietary funds. The County's agency funds account for the Sheriff's Escrow, Registry of Deeds, Nursing Home Resident Funds, Nursing Home Activity Funds and the Jail Inmate funds.

NOTES TO THE FINANCIAL STATEMENTS—The notes provide additional information that is essential to gaining a full understanding of the data provided on the government-wide and fund financial statements.

OTHER INFORMATION—In addition to the basic financial statements and accompanying notes, this report presents the General Fund's actual revenues and expenditures as compared to the legally adopted budget.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

The table below provides a summary of the County's net position for the year ended December 31, 2016 compared with 2015.

County assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$8,441,731 as of December 31, 2016. This is an increase in net position, of \$382,088 from 2015.

Cheshire County, New Hampshire Net Position
As of December 31, 2016 and December 31, 2015

	Governmental Activities	
	2016	2015
Current and Other Assets	\$ 14,537,156	\$ 13,958,354
Direct Financing Lease A/R	582,400	743,275
Note Receivable	750,000	750,000
Capital Assets, Net	39,166,398	40,065,830
Total Assets	\$ 55,035,954	\$ 55,517,459
Deferred Outflows of Resources		
Loss on debt refunding	1,159,742	1,329,483
Attributed to Net Pension Liab	6,356,949	1,565,226
Total Deferred Outflows	\$ 7,516,691	\$ 2,894,709
Current Liabilities	5,718,001	6,109,280
Non current Liabilities	47,843,702	43,147,616
Total Liabilities	\$ 53,561,703	\$ 49,256,896
Deferred Inflows of Resources		
Unearned Revenue	\$ 93,275	\$ 130,065
Net Pension Liability	455,936	965,564
Total Deferred Inflows	\$ 549,211	\$ 1,095,629

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

Cheshire County, New Hampshire Net Position
As of December 31, 2016 and December 31, 2015

	Governmental Activities	
	2016	2015
Net Position		
Net Investment in Capital Assets	16,912,693	15,412,947
Restricted	237,041	291,588
Unrestricted (deficit)	<u>(8,708,003)</u>	<u>(7,644,892)</u>
Total Net Position	<u>\$ 8,441,731</u>	<u>\$ 8,059,643</u>

Total net position is presented in three categories: net investment in capital assets, restricted and unrestricted.

The largest portion of the County's net position is related to capital assets (e.g., land and improvements, buildings and building improvements, machinery and equipment, vehicles, and infrastructure). The figure presented (\$16,912,693) is net of any related debt incurred to acquire those assets. The County uses these capital assets to provide services to citizens; consequently, these assets are not available for future spending.

An additional portion of the County's net position (\$237,041) represents resources that are subject to restrictions on how they can be used. For Cheshire County, those restrictions include those related to limitations imposed by statutes governed by the State of New Hampshire and unexpended proceeds from bonds, grants, and restricted donations.

The remaining portion (-\$8,708,003) resulted in a decrease of \$1,063,111 over 2015 of (-\$7,644,892).

The next statement provided shows the changes in the net position for 2015 and 2016.

Cheshire County, Changes in Net Position

	Governmental Activities	
	2016	2015
Revenues:		
Program Revenues		
Charges for Services	\$ 13,376,019	\$ 13,185,628
Operating Grants and Contributions	5,849,601	5,288,070
Capital Grants and Contributions	<u>412,890</u>	<u>10,685</u>
Total Program Revenues	<u>19,638,510</u>	<u>18,484,383</u>
General Revenues		
Property Taxes	23,898,375	23,432,396
Interest and Investment	18,171	15,892
Other	<u>251,466</u>	<u>313,214</u>
Total General Revenue	<u>24,168,012</u>	<u>23,761,502</u>
Total Revenues	<u>43,806,522</u>	<u>42,245,885</u>

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

Expenses:		
General Government	5,429,912	5,028,560
Public Safety	9,805,573	9,187,537
Human Services	9,962,429	9,229,007
Conservation	61,846	55,757
Economic Development	403,492	46,534
Interest and fiscal charges	797,733	1,228,388
Cheshire County Nursing Home	<u>16,963,449</u>	<u>16,517,853</u>
Total Expenses	<u>43,424,434</u>	<u>41,293,636</u>
Increase (Decrease) in Net Position	<u>\$ 382,088</u>	<u>\$ 952,249</u>
Net position – beginning	<u>\$ 8,059,643</u>	<u>\$ 7,107,394</u>
Net position – ending	<u>\$ 8,441,731</u>	<u>\$ 8,059,643</u>

Governmental Activities

Charges to users of governmental services made up \$13,376,019 or 30.53% of total government revenues and include such services as provided by the Nursing Home, Sheriff's Department, Department of Corrections, Court House Leases, Registry of Deeds, and Assisted Living Apartments. Additionally, the County receives revenue from operating grants and other contributions. In 2016, this totaled \$5,849,601 or 13.35% of total government revenue. Operating grants are used to fund expenses associated with programs such as the Domestic Violence Prosecutor, the Victim Witness Program and the Regional Prosecutor Program, Drug Court. Other contributions included in the amount are grants for Public Health initiatives and Enforcing Underage Drinking programs as well as Pro Share Funds to support Maplewood Nursing Home. In addition, the County received substantial grants to outfit and construct a new County Dispatch Center.

Property tax revenues are the County's largest revenue, accounting for \$23,898,375 or 54.55% of total government revenues. As noted previously, the County is able to recover some of its expenses through user charges, however, a great deal of County operations do not have revenue sources sufficient or available to meet their expenses and as a result are funded by Property Taxes.

One of the largest expenses funded through the assessment of taxes is associated with the obligation towards the Human Service Medicaid Expenses. This area is responsible for paying the County's share of funding for those Cheshire County residents needing Medicaid assistance. As of July 1, 2008, the County took on 100% of the non-federal share for residents in Long Term Care Facilities and for County residents receiving their care at home (Choices for Independence). As a result, the State of New Hampshire took over 100% of the non-federal share of the other programs which included Board and Care of Children, Old Age Assistance, Aide to the Permanently and Totally Disabled and Provider Services. As the cost of these programs outweigh the cost of the LTC and Home Care programs, there was a "Hold Harmless" provision included in the statute that protected the Counties from being exposed to additional expenditures above normal inflationary rates for State Fiscal Years 2009 and 2010. After SFY 2010, the legislature establishes caps to determine the maximum liability exposure for these expenses on a biennial basis. The amount of 2016 County Taxes attributable to the State pass through for these Medicaid State Programs was \$7,146,873 or 29.91% of County Taxes.

Although the Nursing Home is able to recover most its expenses through user charges, the Nursing does require a substantial subsidy from property taxes.

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

As a government owned nursing home, the census of Medicaid residents is much higher than private nursing home levels. As of December 31, 2016, approximately 77% of the nursing home census consisted of residents needing Medicaid assistance in order to pay for their care. Based on the 2016 Medicaid cost report for Maplewood, the per diem rate was calculated to be \$360.07, however, the actual paid per diem as of December 31, 2016 was \$162.77 or \$197.30 per day short of 2016 costs. The supplemental payment provided an additional reimbursement averaging \$52.12 with the Proportionate Share Funds providing additional reimbursement of \$45.93 per day. These additional payments still leave the allowable per diem rate short by approximately \$99.25 per day.

As of January 1, 2017, the Medicaid rate for Maplewood Nursing Home County decreased slightly by \$.05 per day to a daily rate of \$162.72.

The analysis for governmental activities indicates the total cost as well as the net cost of services. The net cost of services identifies the cost of those supported by tax assessments and unrestricted revenues that are not directly related to specific charges for services or grants and contributions that would offset those services.

**Cheshire County, Governmental Activities
For Year Ending December 31, 2016 and December 31, 2015**

	Total Cost of Services		Net Cost of Services	
	2016	2015	2016	2015
General Government	\$ 5,429,912	\$ 5,028,560	\$ 4,582,497	\$ 4,111,199
Public Safety	9,805,573	9,187,537	6,686,692	6,894,609
Human Services	9,962,429	9,229,007	7,783,840	7,624,003
Conservation	61,846	55,757	61,846	55,757
Economic Development	403,492	46,534	0	0
Nursing Home	16,963,449	16,517,853	3,873,316	2,895,297
Interest Expense	<u>797,733</u>	<u>1,228,388</u>	<u>797,733</u>	<u>1,228,388</u>
Total Expenses	<u>\$ 43,424,434</u>	<u>\$ 41,293,636</u>	<u>\$ 23,785,924</u>	<u>\$ 22,809,253</u>

Financial Analysis of County Funds

Cheshire County uses fund accounting to ensure and demonstrate compliance with finance related legal requirements.

Governmental Funds

During the year ended December 31, 2011, the County implemented GASB Statement 54, Fund Balance Reporting and Governmental Fund Type Definitions. Under Statement 54, the County has segregated fund balance into five classifications: Nonspendable, Restricted, Committed, Assigned and Unassigned. One major example of the effects caused by the implementation of GASB 54 is that the various Capital Reserve Fund balances are now reported as part of the General Fund.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

As of December 31, 2016, the County's governmental funds reported a combined ending fund balance of \$9,239,684, an increase of \$651,820 in comparison with the prior year. Approximately 65.40% of this total, \$6,042,626, represents unassigned fund balance, an increase of \$774,944 over 2015 or 13.76% of the County's annual budget.

The amount of the County's unassigned fund balance is in line with our objective of retaining a recommended level of between 11% and 15% of the County's annual budget.

A complete description of the above mentioned classifications and a more detailed breakdown may be found on page 29 of the Notes to the Basic Financial Statements.

Budgetary Highlights

By State statute, the County Convention must adopt its annual budget within 90 days after the beginning of the County's fiscal year. Therefore, any new purchases or proposed changes to the budget are not executed until the budget is adopted. On March 14, 2016, the County Convention adopted the 2016 budget. As adopted, the bottom line was up 1.16%, \$501,446 for a total budget of \$43,630,505 with taxes to be raised up by 1.99%, \$465,979 over 2015 for total taxes to be raised of \$23,898,375.

On August 22, 2016, a budget amendment was brought before the County Delegation amending the budget for the receipt of non-budgeted ProShare funds of \$1,298,484. This amended the bottom line budget by authorizing to spend \$273,550 on additional capital projects with \$1,024,934 specifically set aside in fund balance to offset taxes to be raised in 2017.

As a result of the supplemental budget, the total budget increased to \$43,904,055. This amendment did not have an impact on the original amount of taxes to be raised.

At the end of 2016, revenues attributed to Charges for Services came in over projections by \$535,475. The areas that had the major impact on this overage was the net of Federal Inmate revenues exceeding projections by \$915,746 and Nursing Home revenues falling short by \$467,699.

The Department of Corrections Federal Inmate revenues came in over as the original budget accounted for 27 inmates however the actual resulted in an average of 51 Federal Inmates for the year.

As for Nursing Home revenues, a census of 134 was budgeted for 2016 with an average census achieved of 127.

Expenses for the public safety also came in under budget by approximately \$200,000. This is attributed mainly to the Department of Corrections in areas such as utilities as well as food costs savings that have been realized with a change in the management of the dietary services.

Furthermore, the expenses for the nursing home came in under by just over \$1,000,000 of budgeted appropriations. The nursing home administration, with the support of the nursing home departments worked hard to manage expenses with the realization of the lower census by modifying staffing needs when appropriate. Therefore, the census shortfall was managed by expenses coming under with nearly every department being well within or well under budget.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

Capital Assets and Debt Administration

Capital Assets—The County's investment in capital assets for governmental activities as of December 31, 2016, was \$39,166,398 (net of accumulated depreciation). This investment in capital assets includes land and improvements, water and waste water systems, buildings and improvements, improvements other than buildings, machinery and equipment, vehicles, and construction in progress.

Major Capital projects and or equipment that were finalized in 2016 include approximately \$600,000 in the construction and equipping of a new Sheriff Dispatch Center. Nearly all of the equipment installed in the new dispatch center was made possible with grants from Homeland Security and Emergency Planning grants, \$415,000 on equipment and building improvements at Maplewood Nursing Home and \$43,000 to purchase a new vehicle for the Sheriff's Department.

Note 6 – Detailed Notes of Capital Assets provides additional information about capital asset activity during 2016.

Long-Term Debt—At December 31, 2016, the County had total general obligation bonded debt and notes payable outstanding of \$20,650,000. Of this amount, \$650,000 is for the Jaffrey District Court House and is reimbursed by the State of New Hampshire by way of a lease agreement. The annual payment schedule for the lease corresponds with the bond schedule principal and interest payments. Other outstanding debt includes bonds for the study of the new County Jail, which had a balance remaining of \$125,000 at year-end. Bonds for the construction of the County Correctional Facility were refinanced in 2016 and as a result had a balance outstanding of \$19,275,000 and the Geothermal Heating and Cooling System Bond for the County Correctional Facility had an outstanding balance at year-end of \$600,000.

The County's long term bonded debt decreased by \$2,134,626 during 2016.

The current outstanding debt for Cheshire County is as follows:

**Cheshire County, Outstanding Debt
December 31, 2016**

	Governmental Activities	Years Remaining
Jail Expansion Study	\$ 125,000	5
Jaffrey District Court House	650,000	5
Jail Construction	19,275,000	11
Jail Geothermal System	<u>600,000</u>	8
Total Outstanding Debt	<u>\$ 20,650,000</u>	

In 2015, the County refinanced the 2007 Jail Bonds that have a call date of October 2017. The County was able to refinance at a rate of 2.122385%. Due to the refinancing, the County will recognize savings over the remaining life of the loan in the amount of \$1,469,000. Moody's affirmed a rating of Aa2 on the County's outstanding debt.

Additionally, in a separate rating review, on March 19, 2015, Moody's reaffirmed the Aa2 general obligation rating.

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

In May 2017, the Delegation will be presented with a vote asking them to authorize bonds in order to construct a new addition as well as renovate the existing structure of the Cheshire County Maplewood Nursing Home in Westmoreland.

Economic Factors

- The Cheshire County unemployment rate for December 2016 was 2.4%, which compares favorably to the State's rate of 2.6 % (seasonally adjusted), the New England rate of 4.7% and the national rate of 4.7 %.
- Most recent equalized assessed valuations of property used for appropriating Cheshire County's 2016 taxes were \$6,794,170,166. This is a decrease over the prior year assessed valuations of .60% or \$40,972,801.
- There were no outstanding tax payments due from any Cheshire County Town as of December 31, 2016.

Requests for Information

This financial report is designed to provide a general overview of the county's finances for all those with an interest in the governments' finances. Questions concerning any of the information provided in this report or requests for additional information should be addressed to Sheryl A. Trombly, Finance Director, 12 Court Street, Keene, NH 03431.

EXHIBIT A
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Net Position
December 31, 2016

	Governmental Activities
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 11,879,142
Investments	151,865
Accounts receivable, net	948,934
Due from other governments	1,220,894
Prepaid expenses	106,592
Current portion of direct financing lease receivable	<u>160,875</u>
Total Current Assets	<u>14,468,302</u>
Noncurrent Assets:	
Restricted cash	68,854
Direct financing lease receivable	582,400
Note receivable	750,000
Capital assets:	
Non-depreciable capital assets	1,186,148
Depreciable capital assets, net	<u>37,980,250</u>
Total Noncurrent Assets	<u>40,567,652</u>
Total Assets	<u>55,035,954</u>
DEFERRED OUTFLOWS OF RESOURCES	
Loss on debt refunding	1,159,742
Deferred outflows of resources attributable to net pension liability	<u>6,356,949</u>
Total Deferred Outflows of Resources	<u>7,516,691</u>
LIABILITIES	
Current Liabilities:	
Accounts payable	1,100,220
Accrued expenses	1,476,169
Due to other governments	845,334
Advances from grantors	28,803
Unearned revenue	162,475
Current portion of bonds payable	<u>2,105,000</u>
Total Current Liabilities	<u>5,718,001</u>
Noncurrent Liabilities:	
Bonds payable	20,798,705
Other post-employment benefits obligation	609,717
Net pension liability	<u>26,435,280</u>
Total Noncurrent Liabilities	<u>47,843,702</u>
Total Liabilities	<u>53,561,703</u>
DEFERRED INFLOWS OF RESOURCES	
Unearned direct financing lease revenue	93,275
Deferred inflows of resources attributable to net pension liability	<u>455,936</u>
Total Deferred Inflows of Resources	<u>549,211</u>
NET POSITION	
Net investment in capital assets	16,912,693
Restricted	237,041
Unrestricted (deficit)	<u>(8,708,003)</u>
Total Net Position	<u>\$ 8,441,731</u>

See accompanying notes to the basic financial statements

EXHIBIT B

COUNTY OF CHESHIRE, NEW HAMPSHIRE

Statement of Activities

For the Year Ended December 31, 2016

Functions/Programs	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expense) Revenue and Changes in Net Position</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	<u>Governmental Activities</u>
Governmental Activities:					
General government	\$ 5,429,912	\$ 574,055	\$ 273,360		\$ (4,582,497)
Public safety	9,805,573	2,364,242	341,749	\$ 412,890	(6,686,692)
Human services	9,962,429	642,877	1,535,712		(7,783,840)
Conservation	61,846				(61,846)
Economic development	403,492		403,492		-
Nursing home	16,963,449	9,794,845	3,295,288		(3,873,316)
Interest and fiscal charges	797,733				(797,733)
Total governmental activities	<u>\$ 43,424,434</u>	<u>\$ 13,376,019</u>	<u>\$ 5,849,601</u>	<u>\$ 412,890</u>	<u>(23,785,924)</u>
		General revenues:			
		Property taxes			23,898,375
		Interest and investment earnings			18,171
		Miscellaneous			251,466
		Total general revenues			<u>24,168,012</u>
		Change in net position			382,088
		Net position - beginning			<u>8,059,643</u>
		Net position - ending			<u>\$ 8,441,731</u>

See accompanying notes to the basic financial statements

EXHIBIT C
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Balance Sheet
Governmental Funds
December 31, 2016

	General <u>Fund</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
ASSETS			
Cash and cash equivalents	\$ 9,786,785	\$ 285,426	\$ 10,072,211
Investments	41,353	110,512	151,865
Accounts receivable, net	939,759	9,175	948,934
Due from other governments	1,220,894		1,220,894
Due from other funds	5,462		5,462
Prepaid expenses	<u>106,592</u>		<u>106,592</u>
Total Assets	<u>12,100,845</u>	<u>405,113</u>	<u>12,505,958</u>
DEFERRED OUTFLOWS OF RESOURCES			
Total Deferred Outflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets and Deferred Outflows of Resources	<u>\$ 12,100,845</u>	<u>\$ 405,113</u>	<u>\$ 12,505,958</u>
LIABILITIES			
Accounts payable	\$ 884,841	\$ 68,947	\$ 953,788
Accrued expenses	1,257,070		1,257,070
Due to other governments	845,334		845,334
Advances from grantors		28,803	28,803
Unearned revenue	162,475		162,475
Due to other funds	<u>13,342</u>	<u>5,462</u>	<u>18,804</u>
Total Liabilities	<u>3,163,062</u>	<u>103,212</u>	<u>3,266,274</u>
DEFERRED INFLOWS OF RESOURCES			
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>
FUND BALANCES			
Nonspendable	106,592		106,592
Restricted	46,271	190,770	237,041
Committed	354,355		354,355
Assigned	2,387,939	111,131	2,499,070
Unassigned	<u>6,042,626</u>		<u>6,042,626</u>
Total Fund Balances	<u>8,937,783</u>	<u>301,901</u>	<u>9,239,684</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 12,100,845</u>	<u>\$ 405,113</u>	<u>\$ 12,505,958</u>

See accompanying notes to the basic financial statements

EXHIBIT C-1
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Reconciliation of the Balance Sheet of Governmental Funds
to the Statement of Net Position
December 31, 2016

Total Fund Balances - Governmental Funds (Exhibit C)	\$ 9,239,684
Amounts reported for governmental activities in the statement of net position are different because:	
Capital assets used in governmental activities are not financial resources and, therefore, are not reported in the funds.	39,166,398
Other long-term assets are not available to pay for current period expenditures and therefore are not reported in the funds. Long-term assets at year end consist of:	
Direct financing lease receivable	743,275
Notes receivable	750,000
Losses on debt refundings are recognized on an accrual basis in the statement of net position, not the modified accrual basis.	1,159,742
Internal Service Funds are used by the County to charge the costs of health and dental insurance. This amount represents the amount due from the Proprietary Fund at year end.	1,742,695
Deferred outflows of resources and deferred inflows of resources that do not require or provide the use of current financial resources are not reported within the funds:	
Deferred outflows of resources attributable to net pension liability	6,356,949
Deferred inflows of resources attributable to net pension liability	(455,936)
Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds. Long-term liabilities at year end consist of:	
Unearned revenue related to long-term receivable	(93,275)
Bonds payable	(22,903,705)
Accrued interest on long-term obligations	(219,099)
Other post-employment benefits obligation	(609,717)
Net pension liability	<u>(26,435,280)</u>
Net Position of Governmental Activities (Exhibit A)	<u>\$ 8,441,731</u>

See accompanying notes to the basic financial statements

EXHIBIT D
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Year Ended December 31, 2016

	General Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:			
Taxes	\$ 23,898,375		\$ 23,898,375
Intergovernmental	5,357,084	\$ 905,407	6,262,491
Charges for services	13,276,494	76,172	13,352,666
Interest and investment income	13,717	869	14,586
Miscellaneous	381,466	23,353	404,819
Total Revenues	<u>42,927,136</u>	<u>1,005,801</u>	<u>43,932,937</u>
Expenditures:			
Current operations:			
General government	5,124,781	16,061	5,140,842
Public safety	7,499,534	39,613	7,539,147
Human services	9,326,694	479,246	9,805,940
Conservation	56,161		56,161
Economic development		403,492	403,492
Nursing home	15,963,014		15,963,014
Capital outlay	1,194,395	7,866	1,202,261
Debt service:			
Principal retirement	2,162,169		2,162,169
Interest and fiscal charges	1,008,091		1,008,091
Total Expenditures	<u>42,334,839</u>	<u>946,278</u>	<u>43,281,117</u>
Excess revenues over expenditures	<u>592,297</u>	<u>59,523</u>	<u>651,820</u>
Other financing sources (uses):			
Transfers in	92,296		92,296
Transfers out		(92,296)	(92,296)
Total other financing sources (uses)	<u>92,296</u>	<u>(92,296)</u>	<u>-</u>
Net change in fund balances	684,593	(32,773)	651,820
Fund balances at beginning of year	<u>8,253,190</u>	<u>334,674</u>	<u>8,587,864</u>
Fund balances at end of year	<u>\$ 8,937,783</u>	<u>\$ 301,901</u>	<u>\$ 9,239,684</u>

See accompanying notes to the basic financial statements

EXHIBIT D-1
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Reconciliation of the Statement of Revenues, Expenditures
and Changes in Fund Balances of Governmental Funds
to the Statement of Activities
For the Year Ended December 31, 2016

Net Change in Fund Balances - Governmental Funds (Exhibit D)	\$ 651,820
Amounts reported for governmental activities in the statement of activities are different because:	
Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense. This is the amount by which depreciation expense exceeded capital outlays in the current period.	(899,410)
Governmental funds only report the disposal of assets to the extent proceeds are received from the sale. In the statement of activities, a gain or loss is reported for each disposal. This is the amount of the loss on the disposal of capital assets reduced by the actual proceeds received from the disposal.	(22)
Governmental funds report the effect of bond issuance premiums and losses on debt refundings when the debt is first issued, whereas these amounts are amortized in the statement of activities over the life of the related debt. Amortization recognized in the current year is as follows:	
Amortization of bond issuance premium	367,009
Amortization of loss on debt refunding	(169,741)
Repayment of principal on bonds, notes and capital leases is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position.	2,162,169
Revenue received from the State of New Hampshire and reported in the governmental funds is reported as a reduction of the direct financing lease receivable in the statement of net position.	(130,000)
The Internal Service Fund is used by the County to charge the costs of health and dental insurance to individual funds. The net cost of the Internal Service Fund is reported in Governmental Activities.	(113,092)
In the statement of activities, interest is accrued on outstanding bonds payable, whereas in governmental funds, an interest expenditure is reported when due.	13,090
Governmental funds report pension contributions as expenditures. However, in the statement of activities, pension expense reflects the change in the net pension liability and related deferred outflows and inflows of resources, and do not require the use of current financial resources. This is the amount by which pension contributions exceeded pension expense in the current period.	(1,295,016)
Some expenses reported in the statement of activities, such as other post-employment benefits, do not require the use of current financial resources and therefore, are not reported as expenditures in the governmental funds.	<u>(204,719)</u>
Change in Net Position of Governmental Activities (Exhibit B)	<u>\$ 382,088</u>

See accompanying notes to the basic financial statements

EXHIBIT E
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Net Position
Proprietary Funds
December 31, 2016

	Internal Service Fund
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 1,806,931
Due from other funds	<u>12,655</u>
Total Current Assets	<u>1,819,586</u>
Noncurrent Assets:	
Restricted cash	<u>68,854</u>
Total Noncurrent Assets	<u>68,854</u>
Total Assets	<u>1,888,440</u>
DEFERRED OUTFLOWS OF RESOURCES	
Total Deferred Outflows of Resources	<u>-</u>
LIABILITIES	
Current Liabilities:	
Accounts payable	<u>145,745</u>
Total Current Liabilities	<u>145,745</u>
DEFERRED INFLOWS OF RESOURCES	
Total Deferred Inflows of Resources	<u>-</u>
NET POSITION	
Unrestricted	<u>1,742,695</u>
Total Net Position	<u>\$ 1,742,695</u>

See accompanying notes to the basic financial statements

EXHIBIT F
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Revenues, Expenses and Changes in Net Position
Proprietary Funds
For the Year Ended December 31, 2016

	Internal Service Fund
Operating revenues:	
Charges for services	\$ 3,506,127
Total operating revenues	<u>3,506,127</u>
Operating expenses:	
Administrative	<u>3,622,804</u>
Total operating expenses	<u>3,622,804</u>
Operating loss	<u>(116,677)</u>
Non-operating revenues:	
Interest revenue	<u>3,585</u>
Net non-operating revenues	<u>3,585</u>
Change in net position	(113,092)
Total net position at beginning of year	<u>1,855,787</u>
Total net position at end of year	<u>\$ 1,742,695</u>

See accompanying notes to the basic financial statements

EXHIBIT G
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Cash Flows
Proprietary Funds
For the Year Ended December 31, 2016

	Internal Service Fund
Cash flows from operating activities:	
Cash received for interfund services provided	\$ 3,506,127
Cash paid to suppliers	<u>(3,693,612)</u>
Net cash used for operating activities	<u>(187,485)</u>
Cash flows from investing activities:	
Investment income	<u>3,585</u>
Net cash provided by investing activities	<u>3,585</u>
Net decrease in cash and cash equivalents	(183,900)
Cash and cash equivalents at beginning of year	<u>2,072,340</u>
Cash and cash equivalents at end of year	<u>\$ 1,888,440</u>
Reconciliation of operating loss to net cash used for operating activities:	
Operating loss	\$ (116,677)
Changes in assets and liabilities:	
Accounts payable	<u>(70,808)</u>
Net cash used for operating activities	<u>\$ (187,485)</u>
Cash and cash equivalents at end of year consist of the following:	
Cash and cash equivalents	\$ 1,806,931
Due from other funds	12,655
Restricted cash	<u>68,854</u>
	<u>\$ 1,888,440</u>

See accompanying notes to the basic financial statements

EXHIBIT H
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Fiduciary Net Position
Fiduciary Funds
December 31, 2016

	Agency Funds
ASSETS	
Cash and cash equivalents	\$ 434,264
Accounts receivable	7,170
Due from other funds	<u>687</u>
Total Assets	<u>\$ 442,121</u>
LIABILITIES	
Accounts payable	\$ 63,535
Due to others	84,588
Due to other governments	<u>293,998</u>
Total Liabilities	<u>\$ 442,121</u>

See accompanying notes to the basic financial statements

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS
December 31, 2016

NOTE 1—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the County of Cheshire, New Hampshire conform to accounting policies generally accepted in the United States of America for local governmental units, except as indicated hereinafter. The following is a summary of significant accounting policies.

Financial Reporting Entity

The County of Cheshire, New Hampshire (the County) was established in 1769 under the laws of the State of New Hampshire. The County boundaries include twenty-three New Hampshire municipalities located in southwestern New Hampshire. The County operates under the Commissioner/Delegation form of government and provides services as authorized by state statutes.

The financial statements include those of the various departments governed by the Commissioners and other officials with financial responsibility. The County has no other separate organizational units, which meet criteria for inclusion in the financial statements as defined by the Governmental Accounting Standards Board (GASB).

Basis of Presentation

The County's basic financial statements consist of government-wide statements, including a statement of net position and a statement of activities, and fund financial statements which provide a more detailed level of financial information.

1. Government-Wide Financial Statements

The statement of net position and the statement of activities display information about the County as a whole. These statements include the financial activities of the primary government, except for fiduciary funds. The activity of the internal service fund is eliminated to avoid duplicating revenues and expenses.

The statement of net position presents the financial condition of the governmental activities of the County at year end. The statement of activities presents a comparison between direct expenses and program revenues for each program or function of the County's governmental activities. Direct expenses are those that are specifically associated with a service, program or department and therefore clearly identifiable to a particular function. Program revenues include charges paid by the recipient of the goods or services offered by the program, grants and contributions that are restricted to meeting the operational or capital requirements of a particular program and interest earned on grants that is required to be used to support a particular program. Revenues, which are not classified as program revenues, are presented as general revenues of the County. The comparison of direct expenses with program revenues identifies the extent to which each governmental function is self-financing or draws from the general revenues of the County.

2. Fund Financial Statements

During the year, the County segregates transactions related to certain County functions or activities in separate funds in order to aid financial management and to demonstrate legal compliance. Fund financial statements are designed to present financial information of the County at this more detailed level. The

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

focus of governmental and proprietary fund financial statements is on major funds. Each major fund is presented in a separate column. Nonmajor funds are aggregated and presented in a single column. The fiduciary funds are reported by type.

Fund Accounting

The County uses funds to maintain its financial records during the year. A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. The County employs the use of three categories of funds: governmental, proprietary and fiduciary.

1. Governmental Funds

Governmental funds are those through which most governmental functions typically are financed. Governmental fund reporting focuses on the sources, uses and balances of current financial resources. Expendable assets are assigned to the various governmental funds according to the purposes for which they may or must be used. Current liabilities are assigned to the fund from which they will be paid. The difference between governmental fund assets and deferred outflows of resources, and liabilities and deferred inflows of resources is reported as fund balance. The following is the County's major governmental fund:

The *General Fund* is the main operating fund of the County and is used to account for all financial resources except those required to be accounted for in another fund.

2. Proprietary Funds

Proprietary fund reporting focuses on the determination of operating income, changes in net position, financial position and cash flows. Proprietary funds are classified as enterprise or internal service. The following is the County's proprietary fund:

The County is self-insured for its health and dental insurance. The activity associated with this self-insurance program is accounted in the *Internal Service Fund*.

3. Fiduciary Funds

Fiduciary fund reporting focuses on net position and changes in net position. The County maintains one type of fiduciary fund: agency funds. The County's agency funds are custodial in nature (assets equal liabilities) and do not involve the measurement of results of operations. The County's agency funds account for Sheriff's escrow and court-forfeited funds, Register of Deeds, Nursing Home resident funds, and the inmate funds.

Measurement Focus

1. Government-Wide Financial Statements

The government-wide financial statements are prepared using the economic resources measurement focus. All assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of the County are included on the Statement of Net Position.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

2. Fund Financial Statements

All governmental funds are accounted for using a flow of current financial resources measurement focus. With this measurement focus, only current assets, deferred outflows of resources, current liabilities and deferred inflows of resources generally are included on the balance sheet. The statement of revenues, expenditures and changes in fund balances reports on the sources (i.e., revenues and other financing sources) and uses (i.e., expenditures and other financing uses) of current financial resources. This approach differs from the manner in which the governmental activities of the government-wide financial statements are prepared. Governmental fund financial statements therefore include a reconciliation with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds.

Like the government-wide statements, the proprietary fund type is accounted for on a flow of economic resources measurement focus. All assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of this fund is included on the statement of net position. The statement of revenues, expenses and changes in net position presents increases (i.e., revenues) and decreases (i.e., expenses) in net total position. The statement of cash flows provides information about how the County finances and meets the cash flow needs of its proprietary activities.

Basis of Accounting

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting. Proprietary and fiduciary funds also use the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Differences in the accrual and the modified accrual basis of accounting arise in the recognition of revenue, the recording of unearned revenue, and in the presentation of expenses versus expenditures.

1. Revenues – Exchange and Non-exchange Transactions

Revenue resulting from exchange transactions, in which each party gives and receives essentially equal value, is recorded on the accrual basis when the exchange takes place. On a modified accrual basis, revenue is recorded in the fiscal year in which the resources are measurable and become available. Available means that the resources will be collected within the current year or are expected to be collected soon enough thereafter to be used to pay liabilities of the current fiscal year. For the County, available means expected to be received within sixty days of year end.

Non-exchange transactions, in which the County receives value without directly giving equal value in return, include property taxes, grants, entitlements and donations. On an accrual basis, revenue from property taxes is recognized in the year for which the taxes are levied (see Note 12). Revenue from grants, entitlements and donations are recognized in the year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the year when the resources are required to be used or the year when use is first permitted; matching requirements, in which the County must provide local resources to be used for a specified purpose; and expenditure requirements in which the resources are provided to the County on a reimbursement basis. On a modified accrual basis, revenue from non-exchange transactions must also be available before it can be recognized.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

Under the modified accrual basis, the following revenue sources are considered to be both measurable and available at year end: property taxes, charges for services and interest on investments.

Miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

2. Expenses/Expenditures

On the accrual basis of accounting, expenses are recognized at the time they are incurred.

The measurement focus of governmental fund accounting is on decreases in net financial resources (expenditures) rather than expenses. Expenditures are generally recognized in the accounting period in which the related fund liability is incurred, if measurable. Allocations of cost, such as depreciation and amortization are not recognized in governmental funds.

Budgetary Data

The County's budget represents functional appropriations as authorized by the County Delegation. The County Delegation may transfer funds between operating categories as they deem necessary. The County adopts its budget under State regulations, which differ somewhat from accounting principles generally accepted in the United States of America in that the focus is on the entire governmental unit rather than on the basis of fund types.

Investments

Investments are stated at their fair value in all funds. Certificates of deposit with a maturity of greater than ninety days from the date of issuance are included in investments.

Capital Assets

General capital assets result from expenditures in the governmental funds. These assets are reported in the government-wide statement of net position, but are not reported in the governmental fund financial statements.

All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. Donated capital assets are recorded at their estimated fair values as of the date received. The County maintains a capitalization threshold of \$5,000 for its governmental activities, except for its nursing home. The capitalization threshold of the nursing home is \$500. Improvements are capitalized; the costs of normal maintenance and repairs that do not add to the value of the asset or materially extend an asset's life are not.

All reported capital assets except for land and construction in progress are depreciated. Improvements are depreciated over the remaining useful lives of the related capital assets. Depreciation is computed using the straight-line method over the following useful lives:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

	<u>Description</u>	<u>Years</u>
	Land improvements	10-30
	Water system	30
	Wastewater system	30
	Buildings and improvements	5-50
	Vehicles and equipment	5-25

Loss on Debt Refunding

Debt refundings that result in a difference between the reacquisition price of old debt and the net carrying value of the old debt have been reported in the accompanying financial statements as a loss on debt refunding. Losses on debt refundings are amortized as a component of interest expense over the remaining life of the related debt.

Compensated Absences

Employees earn vacation and sick leave as they provide services. Provision is made in the annual budget for vacation and sick leave. Vacation may be accrued to one and one-half times an employee's annual earned vacation. Any unused vacation beyond this amount will be forfeited. Accrued/unused vacation has been included as a liability in these financial statements.

Employees may accumulate sick leave days up to ten days per year, cumulative to a maximum of sixty days. Any unused sick leave days in excess of sixty days are to be paid to the employee at the end of the year at a rate of one-half day for each excess day that has been accrued. No payment for unused sick leave is made upon termination.

Bond Premium

Bond premiums are amortized as a component of interest expense over the life of the related bond using the effective interest rate method. Bonds payable are reported in the accompanying financial statements gross of any applicable unamortized bond premium.

Accrued Liabilities and Long-Term Obligations

All payables and accrued liabilities are reported in the government-wide financial statements. In general, governmental fund payables and accrued liabilities that, once incurred, are paid in a timely manner and in full from current resources are reported as obligations of the funds.

Pensions

For purposes of measuring the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, and pension expense, information about the fiduciary net position of the New Hampshire Retirement System (NHRS) and additions to/deductions from NHRS's fiduciary net position have been determined on the same basis as they are reported by NHRS. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

Net Position

Net position represents the difference between assets and deferred outflows of resources, and liabilities and deferred inflows of resources. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances on any borrowings used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through enabling legislation adopted by the County or through external restrictions imposed by creditors, grantors or laws or regulations of other governments. Unrestricted net position is the net amount of the assets, deferred outflows of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted components of net position.

The County's policy is to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position are available.

Fund Balance Policy

Under GASB Statement 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, the County has segregated fund balance into five classifications: Nonspendable, Restricted, Committed, Assigned, and Unassigned. These components of fund balance are defined as follows:

- Nonspendable Fund Balance: Amounts that are not in a spendable form (such as inventory or prepaid expenses) or are required to be maintained intact.
- Restricted Fund Balance: Amounts that can only be spent for the specific purposes stipulated by external resource providers (such as grantors) or the enabling legislation (federal or state law). Restrictions may be changed or lifted only with the consent of the resource providers or the enabling legislation.
- Committed Fund Balance: Amounts that can be used only for the specific purposes determined by a formal action of the County's highest level of decision making authority (annual meeting of the County Delegation). Commitments may be changed or lifted only by the governing body taking the same formal action that imposed the constraint originally. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
- Assigned Fund Balance: Amounts that the County intends to use for a specific purpose. For all governmental funds other than the General Fund, any remaining positive amounts are to be classified as "assigned". The Board of Commissioners expressly delegates this authority to the County Administrator. Items that would fall under this type of fund balance classification would be encumbrances.
- Unassigned Fund Balance: Amounts that are not obligated or specifically designated and are available for any purpose. The residual classification of any General Fund balance is to be reported here. Any deficit fund balance of another fund is also classified as unassigned.

Spending Prioritizations

In instances when expenditures are incurred for purposes for which both restricted and unrestricted fund balance is available, restricted fund balance is considered to have been spent first. When expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications can be

**COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016**

used, committed resources should be reduced first, followed by assigned amounts and then unassigned amounts.

Minimum Level of Unassigned Fund Balance

In accordance with the County's fund balance policy, additional operating flexibility is important given the variable nature of the nursing home operations. Recommended levels represent target ranges provided that the total budget for the County exceeds \$43,000,000. The recommended minimum unassigned fund balance in the County's General Fund should equal 11% of the annual total budgeted appropriations. The recommended target balance is to maintain an unassigned fund balance between 11% and 15% of the annual total budgeted appropriations. As a general rule, any unassigned fund balance in excess of 15% of the total budgeted appropriations is unnecessary and may be appropriated by the Commissioners to offset property taxes as part of the budget approval process with the Delegation to set tax rates for the calendar year.

The Board of Commissioners may recommend to the Delegation through a budget amendment to appropriate funds from the unassigned fund balance even if such use decreases the unassigned fund balance below the recommended minimum balance in the event of emergency purposes or to alleviate unanticipated short-term budgetary problems, such as revenue shortfalls.

Interfund Activity

Exchange transactions between funds are reported as revenues in the seller funds and as expenditures/expenses in the purchaser funds. Flows of cash or goods from one fund to another without a requirement for repayment are reported as interfund transfers. Interfund transfers are reported as other financing sources/uses in governmental funds and after non-operating revenues/expenses in the proprietary funds. Repayments from funds responsible for particular expenditures/expenses to the funds that initially paid for them are not presented on the financial statements.

Operating Revenues and Expenses

Operating revenues are those revenues that are generated directly from the primary activity of the proprietary funds. Operating expenses are necessary costs incurred to provide the service that is the primary activity of the proprietary fund. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

NOTE 2—DEPOSITS AND INVESTMENTS

Deposits and investments as of December 31, 2016 are classified in the accompanying financial statements as follows:

**COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016**

Statement of Net Position:	
Cash and cash equivalents	\$ 11,879,142
Investments	151,865
Restricted cash	68,854
Statement of Fiduciary Net Position:	
Cash and cash equivalents	<u>434,264</u>
	<u>\$ 12,534,125</u>

Deposits and investments at December 31, 2016 consist of the following:

Cash on hand	\$ 2,895
Deposits with financial institutions	12,379,365
Investments	<u>151,865</u>
	<u>\$ 12,534,125</u>

The County’s investment policy states that any excess funds which are not immediately needed for the purpose of expenditure may only be invested in certificates of deposit, overnight repurchase agreements, U.S. Government securities – Treasury bills, the New Hampshire Public Deposit Investment Pool and others as approved by the County Commissioners and the County Executive Committee.

Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization.

The County’s investment policy addresses credit risk by limiting investments to the safety types of securities and diversifying the investment portfolio. The County limits its investments to certificates of deposit, overnight repurchase agreements, U.S. Government securities – Treasury bills, and the New Hampshire Public Deposit Investment Pool (NHPDIP). The County’s investment in the NHPDIP is rated AAA.

Custodial Credit Risk

Custodial credit risk for deposits is the risk that in the event of a bank failure, the County’s deposits may not be returned to it. Currently, the County does not have an investment policy for assurance against custodial credit risk; however, the County has an agreement with the bank to collateralize deposits in excess of the FDIC insurance limits.

Of the County’s deposits with financial institutions at year end, \$12,616,975 was collateralized by securities held by the bank in the bank’s name and \$0- was uninsured and uncollateralized.

Investment in NHPDIP

The County is a voluntary participant in the New Hampshire Public Deposit Investment Pool (NHPDIP), an external investment pool. The NHPDIP is not registered with the United States Securities and Exchange Commission as an investment company. The NHPDIP was created by state law and is

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

administered by a public body of state, local and banking officials. Financial statements for the NHPDIP can be accessed through the NHPDIP's website at www.NHPDIP.com.

The County's exposure to derivatives is indirect through its participation in the NHPDIP. The County's proportional share of these derivatives is not available. The fair value of the position in the investment pool is equal to the value of the pool shares.

NOTE 3—ACCOUNTS RECEIVABLE

General Fund accounts receivable at December 31, 2016 are recorded net of an allowance for uncollectible receivables of \$57,934.

NOTE 4—DIRECT FINANCING LEASE RECEIVABLE

The County has entered into a direct financing lease agreement with the State of New Hampshire for a term of 20 years following construction of the Jaffrey District Court building. The semi-annual payments the County will receive are equal to the annual interest and principal payments on the bond. The State will occupy the District Court building and incur all direct costs associated with the building for the entire period. The County has agreed to sell the District Court building to the State for a purchase price of \$1 at the end of the lease. Future minimum lease payments to be received have been recognized in the governmental activities and are as follows:

<u>Year Ending</u> <u>December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2017	\$ 130,000	\$ 30,875	\$ 160,875
2018	130,000	24,830	154,830
2019	130,000	18,720	148,720
2020	130,000	12,545	142,545
2021	130,000	6,305	136,305
	<u>\$ 650,000</u>	<u>\$ 93,275</u>	<u>\$ 743,275</u>

NOTE 5—NOTES RECEIVABLE

During January 2013, the County sold a parcel of land in exchange for a note receivable in the amount of \$750,000. The terms of the note call for the note to accrue no interest for the first seven years from the date of issuance. After the first seven years, interest is accrued on the outstanding balance at the simple interest rate of 1% per annum. Payment on the outstanding principal and interest balance of the note is due at the earlier event of transfer of property to an entity not controlled by the purchaser or January 18, 2038. At December 31, 2016, the balance of \$750,000 is deemed collectible in full by management.

During 2015, the County was awarded a Community Development Block Grant, the purpose of which was to sub-grant the funds to a subrecipient for the acquisition and construction costs associated with an affordable senior housing development. As part of the grant agreement, the County shall subgrant the funds in exchange for a note receivable in the amount of \$472,500. The terms of the note dated January 2016 include a principal balance of \$472,500 with 0% annual interest to be repaid in a balloon payment at the end of forty years. Additionally, the note is secured by a mortgage lien on the borrower's property and certain covenants that require 100% of the households residing in the property to be low and moderate income households. As of December 31, 2016, the County does not intend to collect on this

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

balance and believes that payment in the event of default by the subrecipient is unlikely. Accordingly, the County has recorded an allowance for uncollectible accounts in the governmental activities for the entire \$472,500.

NOTE 6—CAPITAL ASSETS

The following is a summary of changes in capital assets in the governmental activities:

	Balance <u>1/1/2016</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>12/31/2016</u>
Capital assets not depreciated:				
Land	\$ 1,057,410			\$ 1,057,410
Construction in process		\$ 128,738		128,738
Total capital assets not being depreciated	<u>1,057,410</u>	<u>128,738</u>	<u>\$ -</u>	<u>1,186,148</u>
Other capital assets:				
Land improvements	806,296			806,296
Buildings and improvements	57,593,701	473,797		58,067,498
Water system	1,533,671	23,063		1,556,734
Waste water system	921,717	20,594		942,311
Vehicles and equipment	<u>5,576,037</u>	<u>687,966</u>	<u>(40,354)</u>	<u>6,223,649</u>
Total other capital assets at historical cost	<u>66,431,422</u>	<u>1,205,420</u>	<u>(40,354)</u>	<u>67,596,488</u>
Less accumulated depreciation for:				
Land improvements	(523,417)	(20,968)		(544,385)
Buildings and improvements	(21,886,409)	(1,810,389)		(23,696,798)
Water system	(1,054,633)	(63,627)		(1,118,260)
Waste water system	(486,496)	(34,962)		(521,458)
Vehicles and equipment	<u>(3,472,047)</u>	<u>(303,622)</u>	<u>40,332</u>	<u>(3,735,337)</u>
Total accumulated depreciation	<u>(27,423,002)</u>	<u>(2,233,568)</u>	<u>40,332</u>	<u>(29,616,238)</u>
Total other capital assets, net	<u>39,008,420</u>	<u>(1,028,148)</u>	<u>(22)</u>	<u>37,980,250</u>
Total capital assets, net	<u>\$ 40,065,830</u>	<u>\$ (899,410)</u>	<u>\$ (22)</u>	<u>\$ 39,166,398</u>

Depreciation expense was charged to governmental functions as follows:

General government	\$ 85,908
Public safety	1,557,861
Human services	103,748
Nursing home	<u>486,051</u>
Total	<u>\$ 2,233,568</u>

NOTE 7—INTERFUND BALANCES AND TRANSFERS

The County has combined the cash resources of its governmental and proprietary fund types. For accounting and reporting purposes, that portion of the pooled cash balance is reported in the specific fund as an interfund balance. Interfund balances at December 31, 2016 are as follows:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
 NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
 December 31, 2016

	Due from		Totals
	General Fund	Nonmajor Governmental Funds	
General Fund		\$ 5,462	\$ 5,462
Internal Service Fund	\$ 12,655		12,655
Fiduciary Funds	687		687
	<u>\$ 13,342</u>	<u>\$ 5,462</u>	<u>\$ 18,804</u>

During the year, several interfund transactions occurred between funds. The various transfers were made in accordance with budgetary authorizations. Funds transferred from the Nonmajor Governmental Funds to the General Fund consists of \$69,627 to acquire capital assets and \$22,669 in grant awards expended in the General Fund.

NOTE 8—SHORT-TERM OBLIGATIONS

The County issues tax anticipation notes during the year. These borrowings are to assist in the payment of operating expenses during the year and are guaranteed to be repaid from the tax revenue received in December from the Towns/City within the County.

The changes in short-term debt obligations for the year ended December 31, 2016 are as follows:

Balance - January 1, 2016	\$ -
Additions	16,500,000
Reductions	(16,500,000)
Balance - December 31, 2016	<u>\$ -</u>

NOTE 9—LONG-TERM OBLIGATIONS

Changes in Long-Term Obligations

The changes in the County's long-term obligations for the year ended December 31, 2016 are as follows:

	Balance 1/1/2016	Additions	Reductions	Balance 12/31/2016	Due Within One Year
Bonds payable	\$ 22,755,000		\$ (2,105,000)	\$ 20,650,000	\$ 2,105,000
Unamortized bond premiums	2,620,714		(367,009)	2,253,705	
Total bonds payable	25,375,714	\$ -	(2,472,009)	22,903,705	2,105,000
Note payable	29,626		(29,626)	-	-
Capital lease payable	27,543		(27,543)	-	-
Total governmental activities	<u>\$ 25,432,883</u>	<u>\$ -</u>	<u>\$ (2,529,178)</u>	<u>\$ 22,903,705</u>	<u>\$ 2,105,000</u>

Payments on the general obligation bonds, note payable and capital lease of the governmental activities are paid out of the General Fund.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

General Obligation Bonds

Bonds payable at December 31, 2016 are comprised of the following individual issues:

	Original Issue Amount	Interest Rate	Final Maturity Date	Balance at 12/31/16
2015 Refunding bond issue	\$ 17,425,000	3.0-5.0%	October 2027	\$ 17,425,000
2007 Series bond issue	37,000,000	4.25%	October 2017	1,850,000
2001 Series bond issue	2,600,000	3.875-4.85%	October 2021	650,000
2009 Series bond issue	1,300,000	2.0-4.0%	August 2024	600,000
2001 Series bond issue	500,000	3.875-4.85%	October 2021	125,000
	<u>\$ 58,825,000</u>			20,650,000
		<i>Add: Unamortized bond premiums</i>		<u>2,253,705</u>
				<u>\$ 22,903,705</u>

Debt service requirements to retire general obligation bonds for governmental activities at December 31, 2016 are as follows:

<u>Year Ending December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2017	\$ 2,105,000	\$ 867,764	\$ 2,972,764
2018	2,030,000	778,930	2,808,930
2019	2,005,000	715,145	2,720,145
2020	1,975,000	651,783	2,626,783
2021-2025	9,075,000	1,855,142	10,930,142
2026-2027	3,460,000	207,400	3,667,400
	<u>20,650,000</u>	5,076,164	25,726,164
<i>Add: Unamortized bond premiums</i>	2,253,705	-	2,253,705
	<u>\$ 22,903,705</u>	<u>\$ 5,076,164</u>	<u>\$ 27,979,869</u>

NOTE 10—DEFINED BENEFIT PENSION PLAN

Plan Description

The County contributes to the New Hampshire Retirement System (NHRS), a component unit of the State of New Hampshire, as defined in Governmental Accounting Standards Board (GASB) Statement No. 67, *Financial Reporting for Pension Plans - an amendment of GASB Statement No. 25*. The New Hampshire Retirement System is a public employee retirement system that administers a single cost-sharing multiple-employer defined benefit pension plan. The plan provides service, disability, death and vested retirement allowances to plan members and beneficiaries. Benefit provisions are established and may be amended by the New Hampshire State legislature.

The NHRS issues a publicly available financial report that includes financial statements and required supplementary information for NHRS. That report may be obtained by writing to New Hampshire Retirement System, 54 Regional Drive, Concord, New Hampshire 03301.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

Substantially all full-time state and local employees, public school teachers, permanent firefighters and permanent police officers within the State are eligible and required to participate in the Pension Plan.

The Pension Plan is divided into two membership groups. State and local employees and teachers belong to Group I. Police and firefighters belong to Group II. All assets are held in a single trust and are available to pay retirement benefits to all members.

Benefits Provided

Group I members at age 60 or 65 (for members who commence service after July 1, 2011) qualify for a normal service retirement allowance based on years of creditable service and average final salary for the highest of either three or five years, depending on when their service commenced. The yearly pension amount is 1/60 or 1.667% of average final compensation (AFC), multiplied by years of creditable service. At age 65, the yearly pension amount is recalculated at 1/66 or 1.515% of AFC multiplied by years of creditable service.

Group II members vested by January 1, 2012, who are age 60, or members who are at least age 45 with at least 20 years of creditable service, can receive a retirement allowance at a rate of 2.5% of AFC for each year of creditable service, not to exceed 40 years. Members commencing service on or after July 1, 2011 or members who have not attained status as of January 1, 2012 can receive a retirement allowance at age 52.5 with 25 years of service or age 60. The benefit shall be equal to 2% of AFC times creditable service up to 42.5 years. However, a member who commenced service on or after July 1, 2011 shall not receive a retirement allowance until attaining the age of 52.5, but may receive a reduced allowance after age 50 if the member has at least 25 years of creditable service where the allowance shall be reduced, for each month by which the benefit commencement date precedes the month after which the member attains 52.5 years of age by ¼ of 1%. For Group II members who commenced service prior to July 1, 2011, who have not attained vested status prior to January 1, 2012, benefits are calculated depending on age and years of creditable service as follows:

Years of Creditable Service as of <u>January 1, 2012</u>	Minimum <u>Age</u>	Minimum <u>Service</u>	Benefit <u>Multiplier</u>
At least 3 but less than 10 years	46	21	2.4%
At least 6 but less than 8 years	47	22	2.3%
At least 4 but less than 6 years	48	23	2.2%
Less than 4 years	49	24	2.1%

Members of both groups may qualify for vested deferred allowances, disability allowances and death benefit allowances subject to meeting various eligibility requirements. Benefits are based on AFC or earnable compensation and/or service.

Funding Policy

Covered police officers are required to contribute 11.55% of their covered salary, whereas general employees are required to contribute 7.0% of their covered salary. The County is required to contribute at an actuarially determined rate. The County's pension contribution rates for the covered payroll of police officers and general employees were 22.54% and 10.86%, respectively. The County contributes 100% of the employer cost for police officers and general employees of the County. The County also contributed

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

3.84% and 0.31% to the NHRS for a medical subsidy for police officers and general employees, respectively during the year ended December 31, 2016.

Per RSA-100:16, plan member contribution rates are established and may be amended by the New Hampshire State legislature and employer contribution rates are determined by the NHRS Board of Trustees based on an actuarial valuation. The County's contributions to the NHRS for the year ending December 31, 2016 were \$1,747,963.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At December 31, 2016, the County reported a liability of \$26,435,280 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2016, and the total pension liability used to calculate the net pension liability was determined by a roll forward of the actuarial valuation from June 30, 2015. The County's proportion of the net pension liability was based on actual contributions by the County during the relevant fiscal year relative to the actual contributions of all participating plan members, excluding contributions to separately finance specific liabilities of individual employers or NHRS. At June 30, 2016, the County's proportion was approximately 0.4971 percent, which was a decrease of 0.0037 percentage points from its proportion measured as of June 30, 2015.

For the year ended December 31, 2016, the County recognized pension expense of \$3,042,995. At December 31, 2016, the County reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	<u>Deferred Outflows of Resources</u>	<u>Deferred Inflows of Resources</u>
Difference between expected and actual experience	\$ 73,463	\$ 333,812
Changes of assumptions	3,253,343	
Net difference between projected and actual earnings on pension plan investments	1,653,927	
Changes in proportion and differences between County contributions and proportionate share of contributions	446,020	122,124
County contributions subsequent to the measurement date	<u>930,196</u>	
Total	<u>\$ 6,356,949</u>	<u>\$ 455,936</u>

The net amount of deferred outflows of resources and deferred inflows of resources related to pensions is reflected as an increase to unrestricted net position in the amount of \$5,901,013. The County reported \$930,196 as deferred outflows of resources related to pensions resulting from County contributions subsequent to the measurement date. This amount will be recognized as a reduction of the net pension liability in the measurement period ended June 30, 2017. Other amounts reported as deferred outflows and deferred inflows of resources related to pensions will be recognized in pension expense in the measurement periods as follows:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

Year Ending	
<u>June 30,</u>	
2017	\$ 1,039,006
2018	1,039,006
2019	1,592,777
2020	1,241,046
2021	<u>58,982</u>
	<u>\$ 4,970,817</u>

Actuarial Assumptions

The total pension liability was determined by a roll forward of the actuarial valuation as of June 30, 2015, using the following actuarial assumptions:

Inflation	2.5 percent
Wage inflation	3.25 percent
Salary increases	5.6 percent, average, including inflation
Investment rate of return	7.25 percent, net of pension plan investment expense, including inflation

Mortality rates were based on the RP-2014 employee generational mortality tables for males and females, adjusted for mortality improvements using Scale MP-2015, based on the last experience study. Retirement rates were based on a table of rates that are specific to the type of eligibility condition, last updated in 2015 pursuant to an experience study of the period July 1, 2010 – June 30, 2015.

The long-term expected rate of return on pension plan investments was determined using a building-block method in which best-estimate ranges of expected future real rates of return (expected returns, net of pension plan investment expense and inflation) are developed for each major asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. The target allocation and best estimates of weighted average long-term expected real rates of return for each major asset class are summarized in the following table:

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Weighted Average Long-Term Expected Real Rate of Return (Net of inflation assumption of 2.5%)</u>
Fixed income	25%	(0.25)-1.71%
Domestic equity	30%	4.25-4.50%
International equity	20%	4.75-6.25%
Real estate	10%	3.25%
Private equity	5%	6.25%
Private debt	5%	4.75%
Opportunistic	<u>5%</u>	3.68%
Total	<u>100%</u>	

**COUNTY OF CHESHIRE, NEW HAMPSHIRE
 NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
 December 31, 2016**

Discount Rate

The discount rate used to measure the collective pension liability was 7.25%, a decrease of .50% from the June 30, 2015 measurement date. The projection of cash flows used to determine the discount rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. For purposes of the projection, member contributions and employer contributions are projected based on the expected payroll of current members only. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the collective pension liability.

Sensitivity of the County's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate

The following presents the County's proportionate share of the net pension liability calculated using the discount rate of 7.25 percent, as well as what the County's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the single discount rate:

	1% Decrease <u>(6.25%)</u>	Current Discount Rate <u>(7.25%)</u>	1% Increase <u>(8.25%)</u>
County's proportionate share of the net pension liability	\$ 33,967,534	\$ 26,435,280	\$ 20,188,469

NOTE 11—OTHER POST-EMPLOYMENT BENEFITS

The County provides post-employment medical benefits to its eligible retirees and their spouses in accordance with the provisions of various employment contracts. The benefit levels, employee contributions and employer contributions are governed by the County's contractual agreements. The benefits are provided through the County's self-funded insurance plan administered by Cigna.

If hired before July 1, 2011, employees other than police are required to reach age 50 with 10 years of creditable service, age 60 regardless of years of creditable service, or age plus years of creditable service equals 70 with a minimum of 10 years creditable service. Police officers hired prior to July 1, 2011 are required to reach age 45 with 20 years of creditable service, or age 60 regardless of years of creditable service. If hired on or after July 1, 2011, employees other than police are required to reach age 65 regardless of years of creditable service, or age 60 with at least 30 years of creditable service. Police officers hired on or after July 1, 2011 are required to reach age 52.5 with 25 years of creditable service, or age 60 regardless of years of creditable service.

Retirees and their covered spouses are required to pay the full cost of the health care premiums for elected coverage. This valuation does not account for the cost of benefits to retirees or their spouses after age 65. Surviving spouses continue to receive medical coverage after the death of the eligible retired employee as long as they pay the required premiums. As of January 1, 2016, the actuarial valuation date, participants

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

of the postretirement plan that meet eligibility requirements are comprised of 0 retirees and 281 active employees with 0 currently eligible to retire. The plan does not issue a separate financial report.

Annual OPEB Costs

The County's 2016 annual OPEB expense for its plan is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid, on an ongoing basis, is projected to cover the normal cost each year and amortize the unfunded actuarial liability over a period not to exceed thirty years. The County's annual OPEB cost for the year ending December 31, 2016 including the amount actually contributed to the plan, and the change in the County's net OPEB obligation based on an actuarial valuation as of January 1, 2016 is as follows:

Annual required contributions	\$ 211,485
Interest on net OPEB obligations	16,200
Adjustment to ARC	<u>(22,966)</u>
Annual OPEB cost	204,719
Contributions made	<u>-</u>
Increase in net OPEB obligation	204,719
Net OPEB obligation - beginning of year	<u>404,998</u>
Net OPEB obligation - end of year	<u><u>\$ 609,717</u></u>

The County's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for the years ending December 31, 2016, 2015 and 2014 are as follows:

Fiscal Year Ended	Annual OPEB Cost	Percentage of OPEB Cost Contributed	Net OPEB Obligation
12/31/2016	\$ 204,719	0.00%	\$ 609,717
12/31/2015	\$ 230,834	9.23%	\$ 404,998
12/31/2014	\$ 221,945	11.93%	\$ 195,471

The County's net OPEB obligation as of December 31, 2016 is recognized as a liability in these financial statements.

Funded Status and Funding Progress for OPEB

The funded status of the plan as of January 1, 2016, the date of the most recent actuarial valuation is as follows:

Actuarial Accrued Liability (AAL)	\$ 1,536,115
Actuarial value of plan assets	<u>-</u>
Unfunded Actuarial Accrued Liability (UAAL)	<u><u>\$ 1,536,115</u></u>
Funded ratio (actuarial value of plan assets/AAL)	0%
Covered payroll (active plan members)	\$ 12,314,669
UAAL as a percentage of covered payroll	12.50%

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

Actuarial valuations involve estimates of the value of reported amounts and assumptions about the probability of occurrence of events far into the future. Examples include assumptions about future employment, mortality, and the healthcare cost trend. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared with past expectations and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, presents multi-year trend information about whether the value of plan assets is increasing or decreasing over time relative to the accrued liabilities for benefits.

Actuarial Methods and Assumptions for OPEB

Projections of benefits for financial reporting purposes are based on the plan as understood by the County and the plan members and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the County and plan members to that point. The cost methods and assumptions used include the techniques that are designed to reduce the effects of short-term volatility in accrued liabilities and the value of assets, consistent with the long-term perspective of the calculations.

In the January 1, 2016 actuarial valuation, the Projected Unit Credit cost method was used. The actuarial value of assets was not determined as the County has not advance funded its obligation. The County employs the “pay-as-you-go” cash basis to fund the plan. The actuarial assumptions included a 4.0% investment rate of return (net of administrative expenses), which is a blended rate of the expected long-term investment returns on plan assets and on the County’s own investments calculated based on the funded level of the plan at the valuation date. The initial annual healthcare cost used for the year ended December 31, 2016 was 2.52%. It was assumed that health care costs would increase to 9.0% in 2017 and be reduced by .50% decrements to an ultimate rate of 5.0% after eight years. The amounts in the OPEB valuation represent a closed group and do not reflect new entrants after the valuation date, January 1, 2016.

NOTE 12—PROPERTY TAXES

Property taxes levied to support the County are based on the assessed valuation of the prior April 1st for all taxable real property.

Under state statutes, the twenty-three Towns/City that comprise Cheshire County (all independent governmental units) collect County taxes as part of local property tax assessments. As collection agent, the Towns/City are required to pay over to the County its share of property tax assessments. The Towns/City assume financial responsibility for all uncollected property taxes under state statutes.

NOTE 13—RESTRICTED NET POSITION

Net position is restricted for specific purposes as follows:

ARRA Medicaid funds	\$ 61,853
Donations	156,810
Correctional facility project	18,300
Miscellaneous grant funds	78
	<u>\$ 237,041</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

NOTE 14—COMPONENTS OF FUND BALANCE

The County's fund balance components are comprised as follows:

<u>Fund Balances</u>	<u>General Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Nonspendable:			
Prepaid expenses	\$ 106,592		\$ 106,592
Restricted for:			
ARRA Medicaid funds		\$ 61,853	61,853
Donations	46,271	110,512	156,783
Correctional facility project		18,300	18,300
Miscellaneous grant funds		105	105
Committed for:			
Capital Reserves	354,355		354,355
Assigned for:			
Deeds surcharge		31,455	31,455
Jail canteen		79,217	79,217
Sheriff civil processing		459	459
Reduction of 2017 tax rate	2,024,934		2,024,934
Encumbrances	69,771		69,771
Carryforward appropriations	293,234		293,234
Unassigned	<u>6,042,626</u>		<u>6,042,626</u>
	<u>\$ 8,937,783</u>	<u>\$ 301,901</u>	<u>\$ 9,239,684</u>

NOTE 15—SELF INSURANCE

The County established a Health and Dental Insurance Fund (an internal service fund) to account for and finance its self-insurance program. Under this program, the Health and Dental Insurance Fund provides coverage for up to a maximum of \$100,000 annually for each individual plan participant. The County purchases commercial insurance for claims in excess of coverage provided by the fund and for all other risks of loss.

All funds of the County participate in the program and make payments to the Health and Dental Insurance Fund based on actuarial estimates of the amounts needed to pay prior and current year claims. The claims liability reported in the fund at year end is based on the requirements of Governmental Accounting Standards Board Statement No. 10, which requires that a liability for claims be reported if information is available prior to the issuance of the financial statements and the amount of the loss can be reasonably estimated. Changes in the fund's claims liability amount for the past five years are as follows:

<u>Year Ending December 31,</u>	<u>Beginning of Year Liability</u>	<u>Current Year Claims and Changes in Estimates</u>	<u>Claims Paid</u>	<u>End of Year Liability</u>
2012	\$ 101,460	\$ 2,871,784	\$ (2,839,447)	\$ 133,797
2013	133,797	3,031,547	(3,051,613)	113,731
2014	113,731	3,215,441	(3,153,779)	175,393
2015	175,393	3,528,342	(3,511,332)	192,403
2016	192,403	3,622,804	(3,669,462)	145,745

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

NOTE 16—RISK MANAGEMENT

The County is exposed to various risks of losses related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. During the year ended December 31, 2016, the County participated in a public entity risk pool (Trust) for property and liability insurance and worker's compensation coverage. Coverage has not been significantly reduced from the prior year and settled claims have not exceeded coverage in any of the past three years.

The Trust agreements permit the Trust to make additional assessments to members should there be a deficiency in Trust assets to meet its liabilities. Accounting principles generally accepted in the United States of America require members of pools with a sharing of risk to determine whether or not such assessment is probable and, if so, a reasonable estimate of such assessment. At this time, the Trust foresees no likelihood of an additional assessment for any of the past years. Claims expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated. These losses include an estimate of claims that have been incurred but not reported. Based on the best available information there is no liability at December 31, 2016.

Property and Liability Insurance

The Trust provides certain property and liability insurance coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. As a member of the Trust, the County shares in contributing to the cost of and receiving benefit from a self-insured pooled risk management program. The program includes a Self-Insured Retention Fund from which is paid up to \$500,000 for each and every covered property, crime and/or liability loss that exceeds \$1,000, up to an aggregate of \$5,000,000. Each property loss is subject to a \$1,000 deductible. All losses over the aggregate are covered by insurance policies.

Worker's Compensation

The Trust provides statutory worker's compensation coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. The Trust is self-sustaining through annual member premiums and provides coverage for the statutorily required workers' compensation benefits and employer's liability coverage up to \$2,000,000. The program includes a Loss Fund from which is paid up to \$500,000 for each and every covered claim.

NOTE 17—COMMITMENTS AND CONTINGENCIES

Litigation

County officials estimate that any potential claims against the County which are not covered by insurance are immaterial and would not affect the financial position of the County.

Other Contingencies

The County participates in the federally assisted Medicaid program at the County Nursing Home. This program is subject to financial and compliance audits by the grantors or their representatives. The amount, if any, of expenditures which may be disallowed by the granting agency cannot be determined at this time; although the County expects such amounts, if any, to be immaterial.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2016

Federal Grants

The County participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of expenditures which may be disallowed by the granting agency cannot be determined at this time, although the County expects such amounts, if any, to be immaterial.

SCHEDULE 1
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Revenues, Expenditures and Changes in Fund Balance
Budget and Actual (Budgetary Basis) - General Fund
For the Year Ended December 31, 2016

	Budgeted Amounts		Actual Amounts	Variance with Final Budget - Favorable (Unfavorable)
	Original	Final		
Revenues:				
Taxes	\$ 23,898,375	\$ 23,898,375	\$ 23,898,375	\$ -
Intergovernmental	4,245,155	5,543,639	5,357,084	(186,555)
Charges for services	12,741,019	12,741,019	13,276,494	535,475
Interest income	10,000	10,000	13,141	3,141
Miscellaneous	557,102	557,102	380,556	(176,546)
Total Revenues	<u>41,451,651</u>	<u>42,750,135</u>	<u>42,925,650</u>	<u>175,515</u>
Expenditures:				
Current:				
General government	5,261,461	5,203,182	5,143,939	59,243
Public safety	7,750,955	7,750,955	7,512,274	238,681
Human services	9,486,889	9,486,889	9,326,694	160,195
Conservation	55,766	55,766	56,161	(395)
Nursing home	16,893,813	16,926,935	15,892,752	1,034,183
Capital outlay	1,454,504	1,298,858	1,218,095	80,763
Debt Service:				
Principal retirement	2,162,169	2,162,169	2,162,169	-
Interest and fiscal charges	979,590	979,590	1,008,091	(28,501)
Total Expenditures	<u>44,045,147</u>	<u>43,864,344</u>	<u>42,320,175</u>	<u>1,544,169</u>
Excess revenues over (under) expenditures	<u>(2,593,496)</u>	<u>(1,114,209)</u>	<u>605,475</u>	<u>1,719,684</u>
Other financing sources (uses):				
Transfers in	206,483	145,364	194,304	48,940
Transfers out	-	(100,000)	(100,000)	-
Total other financing sources (uses)	<u>206,483</u>	<u>45,364</u>	<u>94,304</u>	<u>48,940</u>
Net change in fund balance	(2,387,013)	(1,068,845)	699,779	1,768,624
Fund balance at beginning of year				
- Budgetary Basis	<u>7,767,607</u>	<u>7,767,607</u>	<u>7,767,607</u>	<u>-</u>
Fund balance at end of year				
- Budgetary Basis	<u>\$ 5,380,594</u>	<u>\$ 6,698,762</u>	<u>\$ 8,467,386</u>	<u>\$ 1,768,624</u>

See accompanying notes to the required supplementary information

SCHEDULE 2
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Funding Progress for Other Post-Employment Benefits
For the Year Ended December 31, 2016

Actuarial Valuation Date	Actuarial Value of Assets	Actuarial Accrued Liability (AAL)	Unfunded AAL (UAAL)	Funded Ratio	Covered Payroll	UAAL as a Percentage of Covered Payroll
1/1/2014	\$ -	\$ 1,476,980	\$ 1,476,980	0.0%	\$ 11,675,671	12.7%
1/1/2015	\$ -	\$ 1,633,520	\$ 1,633,520	0.0%	\$ 11,990,914	13.6%
1/1/2016	\$ -	\$ 1,536,115	\$ 1,536,115	0.0%	\$ 12,314,669	12.5%

See accompanying notes to the required supplementary information

SCHEDULE 3

COUNTY OF CHESHIRE, NEW HAMPSHIRE

Schedule of Changes in the County's Proportionate Share of the Net Pension Liability

For the Year Ended December 31, 2016

	For the Measurement Period Ended June 30:			
	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
County's proportion of the net pension liability (asset)	0.4971%	0.5008%	0.4948%	0.4805%
County's proportionate share of the net pension liability (asset)	\$ 26,435,280	\$ 19,838,913	\$ 18,572,891	\$ 20,679,050
County's covered-employee payroll	\$ 13,076,619	\$ 12,813,558	\$ 12,278,583	\$ 11,655,643
County's proportionate share of the net pension liability (asset) as a percentage of its covered-employee payroll	202.16%	154.83%	151.26%	177.42%
Plan fiduciary net position as a percentage of the total pension liability	58.30%	65.47%	66.32%	59.81%

See accompanying notes to the required supplementary information

SCHEDULE 4
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of County Contributions
For the Year Ended December 31, 2016

	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Contractually required contribution	\$ 1,747,963	\$ 1,799,764	\$ 1,651,749	\$ 1,397,108
Contributions in relation to the contractually required contribution	<u>(1,747,963)</u>	<u>(1,799,764)</u>	<u>(1,651,749)</u>	<u>(1,397,108)</u>
Contribution deficiency (excess)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
County's covered-employee payroll	\$ 13,386,007	\$ 13,386,007	\$ 12,607,567	\$ 11,944,974
Contributions as a percentage of covered-employee payroll	13.06%	13.45%	13.10%	11.70%

See accompanying notes to the required supplementary information

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION
December 31, 2016

NOTE 1—BUDGET TO ACTUAL RECONCILIATION

General Fund

Amounts recorded as budgetary amounts in the Schedule of Revenues, Expenditures and Changes in Fund Balances – Budget and Actual (Budgetary Basis) – General Fund (Schedule 1) are reported on the basis budgeted by the County. Those amounts differ from those reported in conformity with accounting principles generally accepted in the United States of America in the Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds (Exhibit D). General Fund budgetary revenues and other financing sources and expenditures and other financing uses were adjusted for encumbrances, non-budgetary revenues and expenditures, and budgetary transfers as follows:

	Revenues and Other Financing <u>Sources</u>	Expenditures and Other Financing <u>Uses</u>
Per Exhibit D	\$ 43,019,432	\$ 42,334,839
Encumbrances, December 31, 2016		69,771
Encumbrances, December 31, 2015		(82,074)
Non-budgetary revenues and expenditures	(1,486)	(2,361)
Budgetary transfers	102,008	100,000
Per Schedule 1	<u>\$ 43,119,954</u>	<u>\$ 42,420,175</u>

NOTE 2—BUDGETARY FUND BALANCE

The components of the budgetary fund balance for the General Fund at December 31, 2016 are as follows:

Nonspendable:	
Prepaid expenses	\$ 106,592
Assigned for:	
Reduction of 2017 tax rate	2,024,934
Carryforward appropriations	293,234
Unassigned	<u>6,042,626</u>
	<u>\$ 8,467,386</u>

NOTE 3—SCHEDULE OF FUNDING PROGRESS FOR OTHER POST-EMPLOYMENT BENEFITS

In accordance with GASB Statement #45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions*, the County is required to disclose the schedule of funding progress for each of the three most recent actuarial valuations. The County implemented the provisions of GASB Statement #45 during the year ended December 31, 2014. Accordingly, the funding progress has been presented for the three most recent actuarial valuation reports.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION (CONTINUED)
December 31, 2016

NOTE 4—SCHEDULE OF CHANGES IN THE TOWN’S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY AND SCHEDULE OF TOWN CONTRIBUTIONS

In accordance with GASB Statement #68, *Accounting and Financial Reporting for Pensions*, the County is required to disclose historical information for each of the prior ten years within a schedule of changes in the County’s proportionate share of the net pension liability, and schedule of County contributions. The County implemented the provisions of GASB Statement #68 during the year ended December 31, 2015. Accordingly, the historic information has only been presented for those years which information was readily available. Additional disclosures will be made in future years as additional information becomes available.

NOTE 5—CHANGES IN ACTUARIAL ASSUMPTIONS

For the measurement period ending June 30, 2016, the New Hampshire Retirement System’s actuarial valuation included changes in the valuation and economic assumptions used in previous measurement periods. The investment rate of return was reduced from 7.75% to 7.25%. The price inflation was decreased from 3.0% to 2.5%. The wage inflation was decreased from 3.75% to 3.25%. The salary increases were decreased from 5.8% to 5.6%. In addition, the expectation of retired life mortality was previously based on the RP-2000 Mortality Tables projected to 2020 with Scale AA. Amounts reported in the June 30, 2016 measurement period are based on the RP-2014 employee generational mortality table for males and females, adjusted for mortality improvements using Scale MP-2015.

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards
For the Year Ended December 31, 2016

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	<u>Expenditures</u>	<u>Expenditures to Subrecipients</u>
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT			
<i>Pass Through Payments from Community Development Finance Authority</i>			
Community Development Block Grants / State's Program and Non-Entitlement Grants in Hawaii	14.228		
#14-403-CDED		\$ 6,592	
#14-403-CDHS		484,047	\$ 472,500
#15-403-CDMC		341,250	322,500
#16-403-CDMC		<u>62,500</u>	<u>62,500</u>
Total Department of Housing and Urban Development		<u>894,389</u>	<u>857,500</u>
DEPARTMENT OF JUSTICE			
<i>Pass Through Payments from the New Hampshire Department of Justice</i>			
Crime Victim Assistance	16.575		
#2014-VA-GX-0031		20,000	
#2017VOC013		<u>29,667</u>	
		<u>49,667</u>	<u>-</u>
<i>Received Directly from U.S. Treasury Department</i>			
Drug Court Discretionary Grant Program	16.585		
#2013-DC-BX-0048		<u>92,395</u>	
<i>Pass Through Payments from the New Hampshire Department of Justice</i>			
Violence Against Women Formula Grants - Recovery Act	16.588		
#2014-WF-AX-0047		<u>30,000</u>	
<i>Received Directly From U.S. Treasury Department</i>			
Bulletproof Vest Partnership Program	16.607		
#2015BUBX15078715		122	
#2016BUBX16083323		<u>1,651</u>	
		<u>1,773</u>	<u>-</u>
<i>Pass Through Payments from the City of Keene, New Hampshire</i>			
Edward Byrne Memorial Justice Assistance Grant Program	16.738		
#2015-DJ-BX-0347		12,893	6,731
#2016-DJ-BX-0680		<u>4,194</u>	
		<u>17,087</u>	<u>6,731</u>
Total Department of Justice		<u>190,922</u>	<u>6,731</u>

See notes to schedule of expenditures of federal awards

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards (Continued)
For the Year Ended December 31, 2016

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	<u>Expenditures</u>	<u>Expenditures to Subrecipients</u>
DEPARTMENT OF TRANSPORTATION			
<i>Pass Through Payments from the New Hampshire Department of Transportation</i>			
Enhanced Mobility of Seniors and Individuals with Disabilities #NH-65-X004	20.513	88,182	83,773
State and Community Highway Safety #315-16B-080 #315-75A-070	20.600	1,993 235 2,228	 -
Total Department of Transportation		<u>90,410</u>	<u>83,773</u>
DEPARTMENT OF HEALTH AND HUMAN SERVICES			
<i>Pass Through Payments from the Town of New Ipswich, New Hampshire</i>			
Medical Reserve Corps Small Grant Program #1MRCSG101005-01	93.008	1,895	1,796
<i>Pass Through Payments from the National Association of County and City Health Officials</i>			
Medical Reserve Corps Small Grant Program #MRC 14-1587 #MRC 16-1587	93.008	415 3,318 3,733	377 3,016 3,393
<i>Pass Through Payments from JSI, Inc.</i>			
Medical Reserve Corps Small Grant Program #MRC JSI 15	93.008	5,390	4,622
Total Medical Reserve Corps Small Grant Program		<u>11,018</u>	<u>9,811</u>
<i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>			
Hospital Preparedness Program (HPP) and Public Health Emergency Preparedness (PHEP) Aligned Cooperative Agreements #U90TP000535	93.074	66,111	63,106
<i>Received Directly From U.S. Treasury Department</i>			
Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances (SED) #1U79SM061620-01 #1H79SM063408-01	93.104	142,735 36,168 178,903	 -

See notes to schedule of expenditures of federal awards

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards (Continued)
For the Year Ended December 31, 2016

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	Expenditures	Expenditures to Subrecipients
DEPARTMENT OF HEALTH AND HUMAN SERVICES (CONTINUED)			
<i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>			
State Rural Hospital Flexibility Program #CHAP-H54RH00022	93.241	23,277	21,161
<i>Received Directly From U.S. Treasury Department</i>			
Substance Abuse and Mental Health Services - Projects of Regional and National Significance #5H79T1024980-01 #1034077	93.243	205,899 138,201 344,100	66,395 66,395
<i>Received Directly From U.S. Treasury Department</i>			
Drug-Free Communities Support Program Grants #1H79SP021475-01	93.276	31,503	27,039
<i>Pass Through Payments from JSI, Inc.</i>			
National State Based Tobacco Control Programs #1U58DP006010-01	93.305	2,000	1,818
<i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>			
Preventive Health and Health Services Block Grant funded solely with Prevention and Public Health Funds (PPHF) #B01OT009037	93.758	14,087	13,447
<i>Pass Through Payments from the New Hampshire Bureau of Drug and Alcohol Services</i>			
Block Grants for Prevention and Treatment of Substance Abuse #T1010035-14	93.959	172,136	164,311
<i>Pass Through Payments from the New Hampshire Public Health Association</i>			
Block Grants for Prevention and Treatment of Substance Abuse	93.959	1,500	1,500
Total Block Grants for Prevention and Treatment of Substance Abuse		173,636	165,811
Total Department of Health and Human Services		844,635	368,588
DEPARTMENT OF HOMELAND SECURITY			
<i>Pass Through Payments from the New Hampshire Department of Safety</i>			
Emergency Management Performance Grants #EMW-2015-EP-00067	97.042	99,776	

See notes to schedule of expenditures of federal awards

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards (Continued)
For the Year Ended December 31, 2016

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number _____	Federal Catalogue Number	<u>Expenditures</u>	Expenditures to <u>Subrecipients</u>
DEPARTMENT OF HOMELAND SECURITY (CONTINUED)			
<i>Pass Through Payments from the New Hampshire Department of Safety</i>			
Homeland Security Grant Program #EMW2015SS00040S01	97.067	<u>313,114</u>	_____
Total Department of Homeland Security		<u>412,890</u>	_____ -
Total Expenditures of Federal Awards		<u>\$ 2,433,246</u>	<u>\$ 1,316,592</u>

See notes to schedule of expenditures of federal awards

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
December 31, 2016

NOTE 1—BASIS OF PRESENTATION

The accompanying Schedule of Expenditures of Federal Awards (the “Schedule”) presents the activity of all federal financial assistance programs of the County of Cheshire, New Hampshire. The County of Cheshire, New Hampshire’s reporting entity is defined in Note 1 of the County’s basic financial statements.

The information in this Schedule is presented in accordance with the requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirement for Federal Awards* (Uniform Guidance). Because the Schedule presents only a selected portion of the operations of the County of Cheshire, New Hampshire, it is not intended to and does not present the financial position, changes in net position or cash flows of the County of Cheshire, New Hampshire.

NOTE 2—BASIS OF ACCOUNTING

The accompanying Schedule of Expenditures of Federal Awards is presented using the modified accrual basis of accounting, which is described in Note 1 of the County’s basic financial statements. Such expenditures are recognized following, as applicable, either the cost principles in OMB Circular A-87, *Cost Principles for State and Local Governments*, or the cost principles contained in Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance), wherein certain types of expenditures are not allowable or are limited as to reimbursement.

NOTE 3—INDIRECT COST RATE

The County has elected to use the 10-percent de minimis indirect cost rate allowed under the Uniform Guidance.

NOTE 4—RELATIONSHIP TO BASIC FINANCIAL STATEMENTS

The recognition of expenditures of federal awards has been reported in the County’s basic financial statements as intergovernmental revenues in the governmental funds as follows:

Major Governmental Fund:	
General Fund	\$ 1,527,839
Nonmajor Governmental Funds	<u>905,407</u>
	<u>\$ 2,433,246</u>

**REPORT ON INTERNAL CONTROL OVER FINANCIAL
REPORTING AND ON COMPLIANCE AND OTHER MATTERS
BASED ON AN AUDIT OF FINANCIAL STATEMENTS PERFORMED
IN ACCORDANCE WITH *GOVERNMENT AUDITING STANDARDS***

Independent Auditor's Report

To the Board of Commissioners
County of Cheshire, New Hampshire

We have audited, in accordance with the auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards* issued by the Comptroller General of the United States, the financial statements of the governmental activities, each major fund, and the aggregate remaining fund information of the County of Cheshire, New Hampshire, as of and for the year ended December 31, 2016, and the related notes to the financial statements, which collectively comprise the County of Cheshire, New Hampshire's basic financial statements, and have issued our report thereon dated April 20, 2017.

Internal Control Over Financial Reporting

In planning and performing our audit of the financial statements, we considered the County of Cheshire, New Hampshire's internal control over financial reporting (internal control) to determine the audit procedures that are appropriate in the circumstances for the purpose of expressing our opinions on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the County of Cheshire, New Hampshire's internal control. Accordingly, we do not express an opinion on the effectiveness of the County of Cheshire, New Hampshire's internal control.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A *material weakness* is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the entity's financial statements will not be prevented, or detected and corrected on a timely basis. A *significant deficiency* is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness, yet important enough to merit attention by those charged with governance.

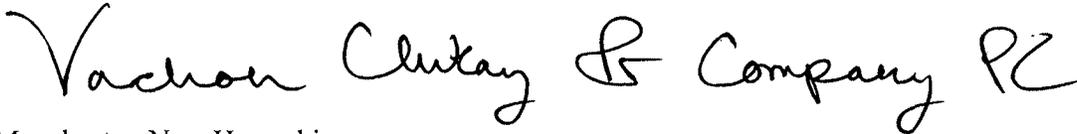
Our consideration of internal control was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies. Given these limitations, during our audit we did not identify any deficiencies in internal control that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

Compliance and Other Matters

As part of obtaining reasonable assurance about whether the County of Cheshire, New Hampshire's financial statements are free from material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. However, providing an opinion on compliance with those provisions was not an objective of our audit, and accordingly, we do not express such an opinion. The results of our tests disclosed no instances of noncompliance or other matters that are required to be reported under *Government Auditing Standards*.

Purpose of this Report

The purpose of this report is solely to describe the scope of our testing of internal control and compliance and the results of that testing, and not to provide an opinion on the effectiveness of the entity's internal control or on compliance. This report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the entity's internal control and compliance. Accordingly, this communication is not suitable for any other purpose.

A handwritten signature in cursive script that reads "Vachon Clutay & Company PC". The signature is written in black ink and is positioned above the typed name and date.

Manchester, New Hampshire
April 20, 2017

**REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM
AND REPORT ON INTERNAL CONTROL OVER COMPLIANCE
REQUIRED BY THE UNIFORM GUIDANCE**

Independent Auditor's Report

To the Board of Commissioners
County of Cheshire, New Hampshire

Report on Compliance for Each Major Federal Program

We have audited the County of Cheshire, New Hampshire's compliance with the types of compliance requirements described in the *OMB Compliance Supplement* that could have a direct and material effect on the County of Cheshire, New Hampshire's major federal program for the year ended December 31, 2016. The County of Cheshire, New Hampshire's major federal program is identified in the summary of auditor's results section of the accompanying schedule of findings and questioned costs.

Management's Responsibility

Management is responsible for compliance with federal statutes, regulations, and the terms and conditions of its federal awards applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for the County of Cheshire, New Hampshire's major federal program based on our audit of the types of compliance requirements referred to above. We conducted our audit of compliance in accordance with auditing standards generally accepted in the United States of America; the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States; and the audit requirements of Title 2 U.S. *Code of Federal Regulations* Part 200, *Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards* (Uniform Guidance). Those standards and the Uniform Guidance require that we plan and perform the audit to obtain reasonable assurance about whether noncompliance with the types of compliance requirements referred to above that could have a direct and material effect on a major federal program occurred. An audit includes examining, on a test basis, evidence about the County of Cheshire, New Hampshire's compliance with those requirements and performing such other procedures as we considered necessary in the circumstances.

We believe that our audit provides a reasonable basis for our opinion on compliance for the major federal program. However, our audit does not provide a legal determination of the County of Cheshire, New Hampshire's compliance.

Opinion on Each Major Federal Program

In our opinion, the County of Cheshire, New Hampshire complied, in all material respects, with the types of compliance requirements referred to above that could have a direct and material effect on its major federal program for the year ended December 31, 2016.

Report on Internal Control Over Compliance

Management of the County of Cheshire, New Hampshire is responsible for establishing and maintaining effective internal control over compliance with the types of compliance requirements referred to above. In planning and performing our audit of compliance, we considered the County of Cheshire, New Hampshire's internal control over compliance with the types of requirements that could have a direct and material effect on its major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for the major federal program and to test and report on internal control over compliance in accordance with the Uniform Guidance, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the County of Cheshire, New Hampshire's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of the Uniform Guidance. Accordingly, this report is not suitable for any other purpose.



Manchester, New Hampshire
April 20, 2017

**County of Cheshire, New Hampshire
Schedule of Findings and Questioned Costs
Year Ended December 31, 2016**

Section I—Summary of Auditor’s Results

Financial Statements

Type of auditor’s report issued: Unmodified- all reporting units
 Internal control over financial reporting:
 Material weakness(es) identified? _____yes X no
 Significant deficiency(ies) identified
 not considered to be material weaknesses? _____yes X none reported
 Noncompliance material to financial statements noted? _____yes X no

Federal Awards

Internal Control over major programs:
 Material weakness(es) identified? _____yes X no
 Significant deficiency(ies) identified
 not considered to be material weaknesses? _____yes X none reported

Type of auditor’s report issued on compliance
 for major programs: Unmodified

Any audit findings disclosed that are required
 to be reported in accordance with
 2 CFR 200.516(a)? _____yes X no

Identification of major programs:

CFDA Number(s)	Name of Federal Program or Cluster
14.228	Community Development Block Grants/State's Program and Non-Entitlement Grants in Hawaii

Dollar threshold used to distinguish between Type A and Type B program: \$ 750,000 .

Auditee qualified as low-risk auditee? X yes _____ no

Section II—Financial Statement Findings

There were no findings relating to the financial statements required to be reported by GAGAS.

Section III—Federal Award Findings and Questioned Costs

There were no findings and questioned costs required to be reported under 2 CFR 200.516(a).