

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

For the year ending December 31, 2017



Keene Sentinel Print Shop
Keene, NH
Printed in 2018

County of Cheshire 2017 Annual Report Dedication

The County gratefully acknowledges the many years of loyal service, dedication and leadership provided by **Pamela (Pam) Fortner, Sabryna Priest, and Scott Mclaughlin.**



Safety Officer, Pamela Fortner - Pam has served the County for 35 years and during that time has worked her way from serving in Environment Services at the Nursing Home to obtaining a Bachelor's Degree and becoming the County-wide Safety Officer. Pam's duties encompass a wide range of important services to the County including Risk Management, Workers Compensation management, Disaster Planning, Cheshire County Wellness Committee, and Chairing the Joint Loss Management Committee.

She also provides assistance on a wide-ranging number of topics such as building fire safety, workplace operations safety, ergonomic workstation reviews, and many other areas that she has excelled at over the years.

One of the most important areas that Pam works in is that of employee safety, and her hard work and dedication led to the County being awarded the recognition of achieving the Prime3 designation for creating a County program for "Adopting Risk Management Best Practices and an Ongoing Commitment to Manage Risks to Employees, Residents, and Facilities". Achieving this milestone is both a personal honor for Pam and also results in a substantial discount to the County's insurance costs.

Pam is also deeply involved with staff and Maplewood residents' programs and is the President of the Employee's Association at the nursing home. She is also an active member in the Greater Monadnock Public Health Network and on the Regional Planning Committee and Healthcare Workforce Group for the County. She also serves on the Security Committee for the County's Keene Campus that is responsible for receiving and evaluating perceived security risks.

Pam sets the standard for all of us at the County with her dedication, attention to detail, and focus on obtaining the best possible results in any task that she takes on.



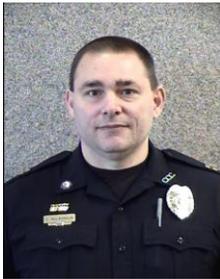
Assistant Director of Nursing, Infection Preventionist, Employee Health, and Continuous Quality Improvement Nurse, Sabryna Priest

Sabryna is an individual who works largely behind the scenes to keep operations running smoothly (in addition to having the longest title) and goes about her many duties with constant energy and enthusiasm at Maplewood as well as at the various County departments. She is consistently dependable, and additionally fills in for open nursing shifts and to allow supervisors to take earned time off. Having worked at Maplewood for 14 years now, she began as a Licensed Practical Nurse, then continued her education to become a Registered Nurse and later completed her Bachelor's degree in Nursing. She has essentially worked all aspects within the nursing department and is now third in command of the entire nursing home

operation, serving as the Administrator designee when the Administrator and Director of Nursing are out of the building.

Sabryna is never afraid of hard work, in fact she is often the first to step up, roll up her sleeves and do whatever is needed, with spirit and gracious humor. Confident in what she does, yet also knowing when to seek consultation, she meets deadlines without reminders. Her skill sets include knowledge of infection prevention and management, continuous quality improvement in the nursing home, employee health issues for the county, as well as being the clinical master of Maplewood's electronic resident charting system. Her clinical experience in her role of resident oversight, combined with her understanding of industry regulations, helps to ensure that excellent clinical care is provided to our residents. During her position as Infection Preventionist, she has been an advocate for vaccinations and hand hygiene, such that residents at Maplewood have seldom experienced any Flu or Norovirus.

In the fall of 2017, when the Keene State College nursing program needed a clinical trainer with a bachelor's degree in nursing to step in and train 8 nursing students, Sabryna worked with our Staff Development Coordinator as one of 2 nurses who agreed to take on this additional role. Sabryna's clinical skills and abilities were acknowledged and commended by both students as well as faculty of KSC. Sabryna is an excellent model of character and work ethic for all of us at Maplewood and for all the county employees with whom she interacts.



Scott McLaughlin, Captain, Federal Liaison Officer, Department of Corrections

CPT. McLaughlin has been an exceptional law enforcement officer with the Cheshire County Department of Corrections since 2006. Scott has always been a consummate professional for others to emulate and a role model that everyone looks up to.

As the Federal Liaison Officer, Scott is the primary point of contact for Federal Prisoner Operations in both NH and VT for our institution. Scott repeatedly receives high praise from U.S. Presidential Appointee's Marshall's for his diligence, professionalism and flexibility as a Federal Liaison Officer.

Scott has been instrumental in developing a per diem transport team and tracks numerous transports throughout New England on a daily basis. He responds to emergency medical situations and will arrange transport for dangerous Federal prisoners with little to no advance notice which requires meticulous logistical planning. Scott leads by example as in addition to all of his significant administrative duties, he is out front conducting transports on a routine basis.

CPT. McLaughlin's performance is exemplary and reflects great credit upon on himself and the County of Cheshire.

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CHESHIRE COUNTY OFFICERS

COMMISSIONERS	352-8215
Peter Graves, Chairman Joseph Cartwright, Vice-Chairman Charles Weed, 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
David Lauren, John Webb, Jean Kilham, Keith Cloutre, Benjamin Maki, Eleanor Moran, Jim Seeman	
REGISTER OF DEEDS	352-0403
Anna Z. Tilton	
SHERIFF	352-4238
Eliezer Rivera	
TREASURER	209-1518
John G. Wozmak	
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
Kim May	
ADMINISTRATOR, MAPLEWOOD NURSING HOME	399-4912
Kathryn Kindopp, NHA	
DIRECTOR, NURSING SERVICES	399-4912
Theresa Woolbert	

**CHESHIRE COUNTY DELEGATION
2017 - 2018**

<u>District 1</u>	<u>Chesterfield, Hinsdale, Walpole, Westmoreland</u> Lucy M. Weber, 217 Old Keene Road, Walpole, NH 03608 Cathryn A. Harvey, 50 Forestview, Dr., P. O. 414, Spofford, NH 03462 Michael Abbott, P. O. Box 174, Hinsdale, NH 03451 Paul S. Berch, 956 River Road, Westmoreland, NH 03467	603-756-4338 603-336-4424 603-336-7090 603-399-4960
<u>District 2</u>	<u>Alstead, Marlow, Surry</u> John E. Mann, 35 Prentice Hill Rd, Alstead, NH 03602	603-835-9095
<u>District 3</u>	<u>Gilsum, Nelson, Stoddard, Sullivan</u> Daniel A. Eaton, 1 Shedd Hill Road, Stoddard, NH 03464	603-446-3535
<u>District 4</u>	<u>Keene</u> Joseph Stallcop, 74 Kelleher Street, Apt.3, Keene, NH 03431	860-917-3637
<u>District 5</u>	<u>Keene</u> John Bordenet, 22 Woodbury Street, Keene, NH 03431	603-352-0680
<u>District 6</u>	<u>Keene</u> David Meader, P. O. Box 1030, Keene, NH 03431	603-357-1340
<u>District 7</u>	<u>Keene</u> Gladys Johnsen, 417 Pako Ave, Keene, NH 03431	603-358-5164
<u>District 8</u>	<u>Keene</u> Donavan Fenton, 6 Kendell Road, Keene, NH 03431	603-313-7991
<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	603-532-6781 603-532-8556
<u>District 10</u>	<u>Marlborough, Troy</u> Marjorie J. Sheppardson, 94 Pleasant St. Marlborough, NH 03455	603-876-4027
<u>District 11</u>	<u>Fitzwilliam, Rindge</u> John B. Hunt, 165 Sunridge Road, Rindge, NH 03461 John O'Day, 65 Kimball Road, Rindge, NH 03461	603-899-6000 603-593-2085
<u>District 12</u>	<u>Richmond, Swanzey</u> James W. McConnell, P. O. Box G, Keene, NH 03431 Barry Faulkner, 109 Sawyers Crossing Road, Swanzey, NH 03446	603-357-7150 603-352-2729
<u>District 13</u>	<u>Winchester</u> Henry A. L. Parkhurst, One Parkhurst Place, Winchester, NH 03470	603-239-8945
<u>District 14</u>	<u>Dublin, Fitzwilliam, Harrisville, Jaffrey, Rindge, Roxbury</u> Franklin W. Sterling, 63 Monadnock View Drive, Jaffrey, NH 03452	603-532-8284
<u>District 15</u>	<u>Marlborough, Richmond, Swanzey, Troy Winchester</u> Bruce L. Tatro, 208 Old Richmond Road, Swanzey, NH 03446	603-352-3904
<u>District 16</u>	<u>Keene</u> William Pearson, 31 Elliot Street, Keene, NH 03431 Delmar Burridge, 75 Starlight Dr. Keene, NH 03431	603-714-9075 603-352-5363



County of Cheshire

12 Court Street, Keene, NH 03431
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County of Cheshire Commissioners 2017 Annual Report

2017 was another busy year for Cheshire County. This year we were able to accomplish major undertakings that will lead to completions of projects within the County.

Thanks to the hard work and dedication of the County employees Cheshire County continues to be a leader in the County and the State of NH.

The Westmoreland Campus that includes the nursing home, farm and the former DOC has seen changes occur this year and with the groundbreaking of the building addition and renovation of the Maple Wood Nursing Home to happen in May of 2018 more is to come. Even with the lead up to the construction the nursing home has been steadfast with maintaining the quality of care that is given to the residence of the nursing home.

This year we saw the demolition of the “Old DOC” in Westmoreland, a building that was in need of razing having been left empty for 7 years. The former jail will be a green space and the garages standing behind will be undated with the financial support of the Cheshire County Conservation District.

The Farm continues to flourish with the land, Heifer Barn and storage barn being leased to Stuart Adams of Westmorland. The rest of the farm is being utilized by Michael and Kelly Wright for their prize-winning sheep that they raise.

The Department of Corrections maintains a population of about 145 inmates of which 37-55 are federal inmates which generates yearly about 1.4 million dollars. Currently the revenue is directed to two avenues. One million is sent back to the taxpayers and the remaining \$400,000.00 is utilized on one-time projects within the county.

With the windows at the “Old Courthouse” now renamed County Hall in need of repair, the County was able to raise the money that was needed to refurbish them. This was accomplished by the county receiving an LCHIP Grant of \$118,000.00 and raising another \$150,000.00 dollars from the community. The county will be able now move forward with the restoration of the 81 windows in County Hall and maintaining the integrity of the building for years to come.

The \$268,000.00 rose for the windows project along with the funding that was found through grants and other means to renovate the new Dispatch Center at a cost of \$800,000.00 dollars, means that \$1,068,000.00 of alternative revenue have been found to allow these projects to happen, other than taxes.

It is always our goal to find new and innovated ways to fund any and all projects that come before us, so to not burden the taxpayer.

Area Code 603

♦ **County Commissioners** 352-8215/Fax 355-3026 ♦ **Registry of Deeds** 352-0403/Fax 352-7678 ♦ **Finance Department** 355-0154/Fax 355-3000 – 12 Court Street, Keene, NH 03431 ♦ **County Sheriff** 352-4238/Fax 355-3020 ♦ **County Attorney** 352-0056/Fax 355-3012 – 12 Court Street, Keene, NH 03431 ♦ **Alternative Sentencing/Mental Health Court** 355-0160/Fax 355-0159 – 33 West St. Keene N.H. ♦ **Department of Corrections** 825 Marlboro Street, Keene, 03431 - 903-1600/Fax 352-4044 ♦ **Maplewood Nursing Home & Assisted Living** 399-4912/Fax 399-7005 - TTY Access 1-800-735-2964 ♦ **Facilities** 399-7300/Fax 399-7357 ♦ **Human Resources** 399-7317/399-7378/Fax 399-4429 - 201 River Rd, Westmoreland, NH 03467

On behalf of the county commissioners I want to thank the employees of Cheshire County for their dedication and loyalty but most importantly to the caring and commitment you show day in and day out.

I want to thank the citizens of Cheshire County for their continued support.
In closing I want to say it is an honor serving you as a County Commissioner in Cheshire County.

Peter Graves
Chairman, Board of Commissioners

Area Code 603

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

**ASSISTANT
COUNTY ATTORNEYS**
David Lauren
John S. Webb
Jean Kilham
Keith Cloutre
Benjamin W. Maki
Eleanor Moran
Jim Seeman

CHESHIRE COUNTY ATTORNEY
STATE OF NEW HAMPSHIRE



D. Chris McLaughlin
COUNTY ATTORNEY

**VICTIM/WITNESS
PROGRAM**

Sarah McKenzie Hoskins
Aunaliene Swanson

Natalie Haley
Americorps Advocate

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

Office of the Cheshire County Attorney - Annual Report 2017

The primary responsibility of the Office of the Cheshire County Attorney is the prosecution of felony level crimes in the Cheshire County Superior Court. When a felony arrest is made or a felony investigation is completed and referred to our office, the prosecutors/attorneys review the cases, consult with police departments and make a determination as to what criminal charges will be brought. This process can include filing complaints in the Cheshire County Superior Court and making presentations before a Grand Jury. The attorneys handle all pre-trial procedures and hearings, 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 2017, approximately 461 felony level case files and more than 162 probation violations were handled by this office. Attorneys formally presented approximately 489 charges to the Grand Jury for indictment consideration, and approximately 231 individuals were indicted. Additionally, attorneys from this office evaluated 160 DCYF reports, issued 40 "one party" authorizations, and reviewed 164 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 2017, approximately 556 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 1,636 cases during 2017. 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.

Benjamin W. Maki, who was hired in May of 2015 as the RPP's full-time prosecutor, continued in that role throughout 2017. 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.

In May of 2016 we hired Eleanor Moran to fill the Keene Police Department Prosecutor position commencing on June 1, 2016, and she has continued in that role throughout 2017. 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

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.

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 2017, in addition to Ben and Ellie, the County had six experienced prosecutors (plus me) handling felony prosecutions in the Cheshire County Superior Court – Kathleen O'Reilly, David Lauren, John Webb, Keith Clouatre, Jean Kilham and Vanessa Wilson. Kathleen O'Reilly is now in her 22nd 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, and she continued in that role throughout 2017.

David Lauren is an experienced attorney in his 12th 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, as mentioned above, 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. Jean Kilham started with this office in March of 2008 as a prosecutor with the RPP, then assumed the role of the Keene Police Department's Prosecutor for a number of years, and in 2016 Jean transferred into her current role as a felony prosecutor. Jean is very hard working and is highly respected by law enforcement and the Cheshire County Defense Bar. Vanessa Wilson joined this office in 2014 as a part-time prosecutor with the RPP. In January 2016, Vanessa 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. In September 2017, Vanessa left this office to go to work as a

staff attorney with the Division for Child, Youth and Families. As a result, the opening created by Vanessa's departure was filled in early December 2017, when this office hired James Seeman. Jim has been an attorney since 1996 and has experience as a civil litigator and prosecutor. A graduate of the Coast Guard Academy, Jim was recalled to full-time active duty with the Coast Guard, where he remained in various capacities (including serving as an attorney) until his retirement from the Coast Guard in late 2017.

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 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 involve 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 2017, this office had two victim/witness coordinator positions that were filled by three people, Sarah Hoskins, Julie Frink and Auna Swanson. 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 was in her 10th year of working as a victim/witness coordinator for felony level offenses when she left her employment with this office in June of 2017. The opening created by Julie's departure was filled in July 2017 by Aunaliese Swanson, who at the time was working with this office as an Administrative Assistant. Auna's transition to the victim/witness coordinator position has been seamless and her prior experience working as a Deputy Clerk in the Cheshire County Superior Court has served her well in the transition to her new position. In addition, in September 2017,

Natalie Haley 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. For much of 2017, the administrative staff consisted of Office Manager Chloe Bosquet, and Administrative Assistants Laurie Burt, Gayle Buchanan, Auna Swanson and Kim Sevigny, assisting the Regional Prosecutor Program. Chloe and Gayle each joined the staff in 2009, Laurie has been with the office since 2006, and Auna and Kim were hired in 2016. Moreover, as a result of Auna's move to the victim/witness coordinator position, in August 2017 we were fortunate to hire Katrina Mabe to fill the vacant administrative assistant position. 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.

Since 2013, this office has been required to adapt to changes brought about by the criminal justice/court system in New Hampshire; namely, the implementation of the Cheshire County Drug Court in 2013 and the Felonies First Program in 2016. For the most part, the implementation of both programs went fairly smoothly; and, ultimately, the programs have resulted in an improvement in the operation of the criminal justice system – including making improvements in efficiencies within the system and providing an alternative to lengthy periods of incarceration for those criminal defendants struggling with an addiction.

Another effort this office focused on during 2017 was developing and implementing a system to resolve those felony cases that can (and should) be resolved quickly and early on in the process. Early Case Resolution ("ECR") consists of dedicating an experienced prosecutor and experienced public defender to cull out those felony cases that are not complicated, generally do not involve citizen victims, and which lend themselves to being resolved fairly and early on in the process, e.g. possession of drugs, driving offenses, merchant thefts, etc. The process involves the dedicated prosecutor identifying ECR cases and making a fair and very reasonable plea offer to defense counsel at the time of arraignment (within 10 to 20 days of arrest), and requiring defense counsel to respond to that offer within 10 days. Depending on the defendant's criminal history, the dedicated prosecutor's offer will oftentimes include reducing a felony to a misdemeanor. If the plea offer is accepted, the case will be scheduled for a plea and sentencing hearing and the entire process from the time of arrest to resolution will take 45 to 60 days. If the plea offer is rejected, the case is re-assigned to a different prosecutor and goes forward the same as any other case; however, what is made clear is that the original plea offer will not be made again. The goal of ECR is to resolve those cases which should be resolved fairly and quickly, which, in turn, allows prosecutors more time to focus on those complex and serious cases that will likely go to trial. John Webb has graciously agreed to be the dedicated prosecutor for ECR. ECR has been in operation for approximately two months, and we should have a good sense of how successful it is by the end of 2018.

As was the case in 2015, 2016 and 2017, in 2018, the biggest challenge we will 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,

A handwritten signature in black ink, appearing to read "D. Chris McLaughlin", written over a horizontal line.

D. Chris McLaughlin
Cheshire County Attorney
1/24/2018

Registry of Deeds
2017 Report

As the County of Cheshire Register of Deeds, I provide this review for the year ending December 2017.

The Registry Review, a New Hampshire statewide real estate newspaper, reports that Cheshire County had 1,033 sales in 2017, a 27% increase from the previous year with a 5% increase in the median house price. Revenue from the Cheshire County Registry of Deeds office turned over to the County in 2017 was \$567,362.47 compared to the 2016 revenue figure of \$529,450.98

Old 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 have been continuing our project of scanning of old records to preserve them and to continue to have them available for future generations. We are currently working on books and indexes for the 1870's. When this project is completed, the complete land records of Cheshire County will be available in a print format, digital format, archived on microfilm and saved on a secure off-site server.

Our paper records provide the history of all land transactions and other records for Cheshire County from 1771 to the present. This includes records for what is now Sullivan County, which prior to its founding in 1827 was part of Cheshire County. The official record is retained on paper with multiple redundant back-ups to ensure that the historical record will always be available.

We are also 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. We have made changes to where they are stored to make sure these valuable resources will always be available to surveyors to assist them in their research.

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



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www.co.cheshire.nh.us/sheriff

2017 ANNUAL REPORT

**This annual report is dedicated to
Keene Police Chief Brian Costa who passed on March 9, 2017**

This year was a sad year for our local law enforcement community; we lost a strong advocate and gentlemen who was dedicated to his community, Keene Police Chief Brian Costa. Chief Costa and I would routinely attend meetings throughout the community together and advocate for treatment, services and funding to help bring the opioid crisis to a halt. You will be missed my friend.

The Sheriff's Office has been and continues to be committed, with the limited resources available, to its active role against the opioid and opiate crisis that our State continues to face.

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 appointed Deputy Sheriffs:

Chief Deputy Trevor Croteau
Deputy Lieutenant Caleb Dodson
Deputy Lieutenant Todd Shanks
Deputy Corporal Donald Melvin
Deputy Michael Gorecki
Deputy Denis Abrams
Deputy Lionel Emond
Deputy Peter Bowers
Deputy Phillip Gaiser

We did see some turnover this year, with two deputies leaving for higher paying law enforcement positions within the county. Their departure left our office short staff for several months until Deputies Bowers and Gaiser joined the Sheriff's Office.

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 as compared to the previous year (2016):

- Investigations conducted by our office increased by 54% from 70 to 108
- Arrests made by the Sheriff's Office increased by 11% from 128 to 142
- Motor vehicle violation stops decreased by 43.8% from 1136 to 641
- Prisoner transports to and from court decreased by 7.8% from 2524 to 2328
- The service of civil processes decreased by 2.6% from 2659 to 2590
- Involuntary Emergency Transports remained level at 72
- Service calls handled by the Dispatch Center increased by 1%, from 54458 to 55012

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

Our relationship with the Towns of Sullivan and Gilsum continue to be strong, generating approximately \$70,000 in revenue for contracted services. We also have a contract with the United States Army Corp. of Engineer for seasonal summer patrols at Surry Dam that generate approximately \$8,000 in revenue, and a contract with SAU 29 to handle truancy issues throughout the school year. In total, the Sheriff's Office generated approximately \$397,085.00 in 2017, excluding grant reimbursements, in revenue for reimbursements and services it provided throughout the year. The generated revenue did help offset the Sheriff's Office budget by 39% of our total actual 2017 budget of \$1,022,211.00 (\$1,074,475 adopted).

Our goal for 2018 is to continue to provide quality services to the county, continue to reach out to local organizations throughout the region. Develop partnerships that will benefit our community and stay committed to our efforts to combat the opiate and opioid crisis affecting our community.

Sincerely,

A handwritten signature in black ink, appearing to read "Eli Rivera". The signature is stylized with a large, looped initial "E" and "R".

Sheriff Eli Rivera

CHESHIRE COUNTY BEHAVIORAL COURT PROGRAMS

2017 has continued to be devastating to not only this County but to the State as the disease of addiction continues to rage on. Once again the State is looking at over 350 fatal over doses. Our County's Court programs, Alternative Sentencing Program and Mental Health Court, continue to strive to help those struggling with the diseases of addiction and mental health disorders to find their way to understanding and accepting their incurable diseases and how to successfully manage it.

It is through these two programs the County's tax payers receives the benefit through decreasing costly incarceration, private and personal loss and other expenses to the residents through providing an alternative.

In 2017 there were a total of 82 clients seen by staff in the Cheshire County Behavioral Health Court Programs (CCBHCP). Thirty-three were carryovers from 2016 and 7 of that number were carried over from 2015. There were 49 individual admissions for the year. Fourteen (14) were sentenced to Alternative Sentencing Program (ASP) and 35 to Mental Health Court (MHC). This is a decline from 2016 in which there were 113 admissions.

Number of New Clients by Year and Program

ASP	<u>2016</u>	<u>2017</u>
Participants	38	14
MHC	<u>2016</u>	<u>2017</u>
Participants	75	35

With the onset of the State's "Felony First" program CCBHCP began to see a decrease in Circuit Court referrals and an increase in Superior Court cases. Prior to 2016 all cases regardless of the level of the offense started in Circuit Court. Now all felony cases start in Superior Court. At the close of 2016 there was an even split of 50% of cases referred from each Court.

In 2017 we saw this move to 62% of the referrals coming from Superior Court and the majority of these have been post adjudicated sentencing. Although all of the 62% Superior Court cases started as felonies, there were a percentage of them that were pled down to Class A misdemeanors at the time of "plea and sentencing". None went to a trial by jury.

It appears that the procedural change by the judicial system has negatively affected the number of referrals to the program. The process in Circuit Court starts with the arraignment, which is frequently a video arraignment from the House of Corrections. The Defendant is then given an attorney date which is an in court appearance. If the Defense Attorney or Prosecution believes the person might be allegeable for one of the programs, staff is then asked to screen the person either prior to the court appearance or at the time of the hearing.

A majority of these referrals would qualify and be assigned to the programs as part of their bail conditions and become pretrial participants. The time frame from arrest to being a participant was between 2 and 4 weeks.

The process is different in Superior Court. The “attorney date” appearance does not occur in Superior Court. If a Defendant needs to have a Public Attorney one is appointed prior to the arraignment. With this step (attorney date) eliminated, it also decreases the potential of a quick referral into CCBHCP.

The next procedure in Superior Court is the dispositional hearing where the prosecutor, defense attorney and judge discuss the merits of the case and potential direction they are wanting the case to go – Grand Jury or resolve the matter at a lower offense. By nature of felonies being a higher level of offense both attorneys are weighing the safety risk to the public if the Defendant is released on bail. Quite often the Prosecutor is unlikely to agree to release the Defendant out on bail or not agreeable to placement into CCBHCP. And this resulted in fewer refers.

Successful Completion:

Successful completion is determined by several variables. These include negative results of their random drug screenings, participation in recovery support meetings, whether they are keeping all appointments with their assign community based therapist as well as their CCBHCP community supervision appointments and staying free of new charges.

The minimal time in either program is 90 days. If a person is following their protocol, it is possible that they could be completed in 90 days however the average stay time for the ASP clients was 312 days and our MHC client was 214 days. That amount of time has worked out to a successful completion rate of 67% for ASP clients and 51% of the MHC clients.

Age and Gender:

There was a shift in the age of the new clients from last year. In 2016 the majority of clients were between 21 and 30 with the next age grouping to be 31 to 40. The ratio was 4 to 1. What was seen this year was groupings remain the same but the ratio was less distinct. It was also interesting to see that there were a higher number of individuals 41 years old and up than in the previous years.

- Between Ages 18 & 20 = 3
- Between Ages 21 & 30 = 18
- Between Ages 30 & 40 = 16
- Between Ages 41 & 50 = 8
- Age 51 and up = 4

Gender of those admitted in 2017: Females: 20 (41%) - Males: 29 (59%)

Co-occurring Disorders:

The term “co-occurring” is used when you have more than one diagnosis occurring in the individual at the same time. Example is having an addiction and a chronic pain disorder or a mental health disorder and having a chronic heart problem. In our programs it is seen when you have a mental health diagnosis with a substance use disorder. As the mental health profession and those that focus on addiction become more skilled in each discipline it becomes more apparent that the two (mental health disorders and substance use disorders) occur more frequently together than once thought.

In our client population of ASP clients, 5 out of the 14 (36%) had a co-occurring mental health diagnosis. Out of the 35 MHC clients, 28 (80%) had a co-occurring substance use diagnosis. This

makes 67% of those CCBHCP worked with in 2017 had both a mental health diagnosis along with a substance use diagnosis. In this light one might ask “Which mental health diagnosis is most prevalent and which drugs are most used in our population”?

Let us look at the mental health disorders first. For the third year in a row the following are what is seen as the most frequent mental health disorders and in the order of prevalence:

1. Posttraumatic Stress Disorder
2. Major Depressive Disorder
3. Bipolar Disorder

Substance Use Disorder is somewhat harder to identify because most individuals with this disease do not just use one chemical. So it is broken down to “primary drug of choice” and “secondary drug of choice”. The primary drug of choice is the drug most used and preferred over the rest. Secondary is the drug they would go to if their drug of choice is not available and/or they use it along with their drug of choice.

Primary Drug of Choice:

1. *Opiates/opioids (52%)
2. Alcohol (36%)
3. Cocaine/Crank Cocaine (7%)
4. Cannabis, methamphetamines (5%)
methamphetamine (30%)

Secondary Drug of Choice:

1. Cocaine/Crack Cocaine (38%)
2. Cannabis (25%)
3. *Opiates/opioids (7%)
4. Alcohol, Benzodiazepine

The * is to point out most of the people using opiates/opioids are in fact ingesting a combination of Fentanyl and cocaine. They are doing this mostly unknowingly. Fentanyl is an opiate like drug that is much stronger and leads to over dose rates much higher than opiates/opioids.

Arresting Charges:

There was a verity of offenses (13 different types of charges) that brought this segment of the population to the attention of the law enforcement. The top three, in descending (most frequent to least) are as follows:

1. **Possession of a controlled drug** (most frequently Heroin/Fentanyl)
2. **Simple Assault** (including (including Domestic Violence)
3. **Wellful Concealment** (includes unauthorized taking, possession of stolen property, shoplifting etc.)

Other Statistical Data:

Insurance: The Affordable Care Act has been a blessing to the County. Since the Federal Government enacted this program it has increased the ability for the clients to have health insurance; therefore, the County has ceased paying for the clients’ treatment and medication. This has brought a savings of \$116,642 over the last two years (2016 = \$50,157 and 2017 = \$66,485).

Over that same two-year period of time, the diligent work of the Cheshire County House of Corrections and CCBHCP 100% of the client population has been enrolled in the NH Medicaid/Medicare programs. If these programs are abolished, the County once again would become “the payer of last resort”.

Employment: Most of the individuals in the programs of CCBHCP are unemployed or unemployable at the time of their sentencing into the two programs. With treatment and discontinuing the use of alcohol and other drugs, a percentage of clients will find employment and become a productive part of the community by paying into the communities they live in instead of take from them.

1. FT/PT employment at the time of completion = 33%
2. On disability (SSI/SSDI) = 22%
3. Unemployed = 45% (those who are working “under-the-table” are included in this area which accounts for about a third of them)

Longevity (Recidivism) Study:

In 2014 CCBHCP embarked upon repeating a recidivism study that was conducted several years before. Clients who successfully completed from the years 2012 and 2013 were researched to see if they been increased since their successful completion of the programs. This study utilized information that has been gathered by the Cheshire County House of Corrections (CCHOC) over the last five and four year period of time. The results are indicators of the percentage that DID NOT RETURN to the CCHOC. They are as follows:

- **2012** Mental Health Clients (n = 21) 53%
- **2013** Mental Health Clients (n = 22) 78%

- **2012** Alternative Sentencing Program Clients (n = 9) 89%
- **2013** Alternative Sentencing Program Clients (n = 11) 76%

Client Days and Cost per Day for Clients:

A “client day” is the amount the clients spend in the programs. The combined total number of client days for 2017 was 19,655. This was 1,622 more days than in 2016.

- Combine Average Length of Stay = 245 Days
- ASP Average Length of Stay = 312
- MHC Average Length of Stay = 214

By taking the total number of client days and dividing that number by the total expenditure for 2017 you come up with the cost per day per client.

Total Cost Per Client Per Day = \$9.54

Final Narrative:

Our community, our State and our Nation is engaged in a battle that we will never completely win. The disease of addiction will be ever present as long as humans continue to run from the physical and emotional pain that is a part of life. The best we can do is provide the educational framework for all to understand this disease and the coping skills to deal effectively with their emotional reaction to the environment around them. Our medical professionals need more quality training on addiction as a disease and learn how to treat the whole individual and not just the symptoms.

The battle must be fought on three fronts. It must start with prevention through education starting in the homes and elementary school levels. Treatment must be available when needed and not weeks to 2

months down the road. Treatment must be long term and a step down process because research shows that it will take the human brain one to two years to heal. And we must teach those addicted to alcohol and other drugs that there isn't a "harm reduction."

Once a person is addicted, they are addicted to all mood-altering substances because a "drug is a drug" even when it is alcohol or cannabis. All drugs will ruin a person's and take their life directly or indirectly, sooner or later. If the resources are placed on these two areas then there would be a smaller need for increase funding for law enforcement. It has been said many times by our law enforcement agencies, "We are not going to arrest our way out of this." Our Federal Government tried to do that and it did not work.

We do not have an opiate crisis. We have an addiction crisis.

Respectfully,
Michael Potter, MLADC
Director of Cheshire County Behavioral Health Court Programs.



Richard N. Van Wickler, Superintendent

Annual Report for the Department of Corrections 2017

Case Management

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. 2017 was a busy and productive year for Case Management Services and was marked by the following key activities, themes, and accomplishments:

- For the 8th consecutive year, hosted and supervised a **masters-level intern**. Alan Gelfant is in the 2nd semester of his first-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, boards, and initiatives/projects**. In 2017, these included: the Cheshire County Behavioral Health Court Program; the Cheshire County Drug Court Program; the Greater Keene Area Homelessness Coalition; the Community Partnership for Recovery (CPR); Phoenix House New England Community Advisory Board; Hundred Nights Board and Programs Sub-committee; and serving as Secretary of the Cheshire County Domestic Violence Coalition.
- The **Community Partnership for Recovery (CPR)** began meeting in August. This community coalition has as its' mission: to solidify collaboration between treatment and recovery assets in our region, on behalf of individuals with substance use and mental health disorders. Because of its' nearly identical mission and membership with the long-standing Offender Rehabilitation Support Team (OREST), it was decided to merge these two groups and discontinue OREST as a formal entity.
- The Case Manager has participated actively on the **Cheshire County Drug Court team**. The Program entered its 5th year in June 2017. There are currently 19 participants. 18 new participants entered CCDC in Calendar Year 2017. 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.
- In partnership with Antioch Doctoral Program, initiated the **Cheshire County Department of Corrections (CCDOC) Program Evaluation and Recidivism Project**. The primary purpose of this study is to determine if the newly implemented Moral Reconciliation Therapy (MRT) Program leads to a reduction of targeted symptoms linked to recidivism. Targeted symptoms in MRT include: criminogenic thinking patterns, cognitive distortions, antisocial attitudes, distorted beliefs, and/or thinking errors. This study will also seek to determine if the inmates' level of cognitive abilities and/or level of targeted symptoms prior to starting the group has an impact on the likelihood that they will be successful in the program. In addition, this study will seek to determine if the program leads to a reduction of disciplinary incidents at the CCDOC.

Success is defined as target symptom reduction and a reduction of disciplinary incident rates. Start data collection: May 2017. Expected finish April 2018

- Continued to **cross train and share a small percentage of Case Management Services clients with one of the two primary Substance Abuse Recovery Counselors (Lanza)**. In total, only 6% of total cases were assigned to Ms. Lanza, however, the objective of gradually cross training a clinician in the functions and protocols associated with the delivery of case management services at CCDOC was being successfully accomplished. Unfortunately, this counselor resigned in December. However, the plan is to continue a small percentage of cases assigned to Danielle Marshall, LCMHC to ensure ‘back up’ and cross training in the Department.
- Continued active collaboration and referrals to the **2nd Chance for Success Transitional Housing Program**. In Calendar Year 2017, the Program admitted 7 new clients referred by, and through, the CCDOC Case Manager. However, in August 2017, soon after the resignation of their Housing Coordinator/Case Manager, Southwestern Community Services decided to put a hold on any new referrals or admissions to the Program. At the current time, their intentions and plans for the building are uncertain.
- 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. Because of the success of this collaboration over the past several years, and due to diminished need, we discontinued having the on-site assistance of a representative from Service Link. Instead, the case managers at HOC were able to assist the relatively smaller number of uninsured clients with the application and enrollment process. In calendar year 2017, 18 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%. The same as 2016. This compares to 39% in 2015 and 63% in 2014 (NH Medicaid Expansion began in November 2014).
- Developed a new policy and implemented protocols to prescribe **Medication Assisted Treatment (MAT)** in certain circumstances to offenders incarcerated at CCDOC. The goal of the protocol is to treat medical treatment for opioid use disorders as we do other medical disorders. That is, to sustain and support pre-incarceration community based treatment with as little disruption as possible. Of primary importance is to not release an offender to the community in a state of active physical withdrawal from his/her discontinued opioid replacement treatment, which would place them at greater risk of returning to illicit opioid use at the point of release. In 2017 there were 3 clients treated under the new protocol, which started in September, 2017. A summary of the 3 cases is provided here:
 - Client (SC): 9/21-/9/25/17; 4 days suboxone; Drug Court client; Outside MAT provider: Antrim House. Outcome: successful/compliant
 - Client (PD): 10/24-/12/1/17; 35 days suboxone; 60-day sentence; Outside MAT provider: Groups Recover Together. Outcome: successful/compliant
 - Client (CB): 12/8-12/18/17; 10 days suboxone; remains pretrial status; Outside MAT provider: Groups Recover Together. Outcome: unsuccessful/non-compliant. Suspended from MAT treatment after being found guilty for ‘cheeking’ suboxone strip and possibly attempting to introduce it into the dayroom (K block)

There have been a number of cases identified as potentially eligible, however, these individuals were on methadone in the community pre-incarceration and we have, as yet, to discern if, and how, we might treat these individuals

- In June, completed **Trauma Informed Training** (“Train the Trainer” model). In August and September, **delivered Trauma Informed training to (nearly all) the CCDOC staff**
- Increased opportunities for **Medicaid reimbursement for offenders hospitalized for inpatient medical care while in the custody of CCDOC**. In collaboration with CCDOC Medical Services Office and the Director of Family Assistance at the Keene office of the Department of Health and Human Services established an agreed protocol to temporarily re-open clients Medicaid coverage during the specific period of inpatient hospital days. As such, this creates a billing ‘window’ for the hospital (typically, Cheshire Medical Center) to bill the State for services and relieves the burden on Cheshire County taxpayers.
- 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 2017 are as follows:

- There were **13** new applicants for the Partial Release Program
- There were **2** participants that were approved and started on PRP in calendar year 2016 that carried over and continued on the Program into calendar year 2017, for a total of 9 PRP participants in 2017.
- **3** (of the **13**) 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**)
 - Violent offense with victim: (**2**)
- **10** (of **13**) were considered “initially eligible” to apply according to CCDOC criteria
 - Of the 10 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 found to have been dishonest about substance use history (**1**)
- Of the **9** (**7 in 2017 and 2 carryovers from 2016**) that did participate in the PRP:
 - All **9** participants were ultimately successful in completing the Program, although 3 of these 9 were temporarily suspended and returned to confinement for an average of approximately 14 days. Each of these 3 were then reinstated by the Offender Review Board and were able to complete the Program after serving his/her sanction and having adjustments made to release/treatment plans.
 - ✓ Of these 9, six were employed and working at least part time for at least a portion of their time on PRP.
 - ✓ Of these 9, the number of days on PRP ranged from 20 to 144 days; and the total number of ‘jail days’ on the Partial Release Program, among the 9 participants, was **558** days. This

translates to **558** days of community- based rehabilitation and a more graduated approach to release/reentry planning and community reintegration services.

✓ This translates to 558 “Jail Bed Days” at an estimated total savings of \$63,612*

- **0** participants were terminated from the Program for non-compliance with rules:

- Comparison to Partial Release Program CY 2017:
 - Last year there were:
 - 5 total participants/4 successful completions
 - For a total of 262 total days

*The 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, 2017-December 31, 2017**

	<u>2017</u>	<u>(2016 Comparison)</u>
<u>Total new cases:</u>	304	309
Issue:	287(94%)	309
Lanza:	17 (6%)	*
 <u>Gender:</u>		
Male:	197 (65%)	219 (71%)
	107 (35%)	122 (29%)
 <u>Sentencing Status:</u>		
Pre-sentenced:	145 (48%)	166 (54%)
Sentenced:	151 (49%)	134 (44%)
Federal:	8 (3%)	9 (3%)
 <u>Level of Case Management Service:</u>		
Full Assessment/Release-Reentry Plan:	162 (53%)	178 (56%)
Brief/Focused Intervention:	142 (47%)	140 (44%)

*2017 was the first year that a small percentage of case management cases were shared with another staff member. This coincided with the creation of the new Substance Abuse Recovery Counselor position

Inmate/Offender Profile (Data/Statistics at point of Case Management Intake):

	<u>2017</u>	<u>2016 (Comparison)</u>
<u>Percent of offenders presenting with:</u>		
Alcohol/Drug	88%	88%
Mental Health	67%	62%
Unemployed: (not on SSI)	66%	63%
Homeless or at risk of:	30%	28%
Disabled (on SSI or SSDI)	13%	19%
Developmental Disability	1%	0%

<u>Offense correlated with Substance Abuse:</u>		
(of those with a Substance Use Disorder):	88%	94%
	<u>2017</u>	<u>2016 (Comparison)</u>
<u>Primary Drug of Choice:</u>		
Heroin/Fentanyl*	73%	62%
Alcohol	12%	23%
Marijuana	4%	4%
Prescription Opiate	3%	3%
Cocaine	6%	6%
Synthetic	1%	1%
Other pills	1%	1%
 <u>Ohio Risk Assessment Level</u>		
Low Risk:	9%	6%
Moderate Risk:	24%	23%
High Risk:	53%	54%
Very High Risk:	14%	17%
 <u>Housing Status at Intake:</u>		
Stay with family member:	45%	47%
Rents an apartment:	14%	14%
Homeless or potentially homeless:	30%	28%
Stay with friend:	10%	10%
Rents a room:	0%	1%
Owns a home:	1%	0%
 <u>Educational Level:</u>		
8 th grade or less:	2%	1%
Some high school:	17%	23%
GED/Hi Set:	31%	21%
High School Diploma:	47%	54%
College diploma:	3%	1%
 <u>Employment Status at Intake:</u>		
Unemployed (willing to work; job search)	44%	47%
Employed (position secure at release)	21%	18%
Possible employment/strong lead	19%	15%
Disabled (on SSDI and/or SSI):	13%	19%
Unemployed (min. willing, capacity to work)	3%	1%
 <u>Health Insurance Status at Intake:</u>		
Uninsured:	12%	12%
Private insurance:	6%	6%
State/Federal (Medicaid and/or Medicare)	24%	24%
New Hampshire Health Protection Program	58%	58%

*heroin and fentanyl are now listed together on this report as it is very rare that an offender is able to distinguish and clearly report use of heroin vs. use of fentanyl (i.e.- while most talk about heroin use, most now admit that almost all heroin available in Cheshire County these days is cut with some percentage of fentanyl).

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

	<u>2017</u>	<u>2016 (Comparison)</u>
<u>Completed Referrals at Release-Reentry:</u>		
Emergency Shelter(s)	17	28
Tent (donation)	8	*
2 nd Chance	7	7
Informal Housing (family/friend)	19	11
Intermediate Housing (SCS, KHA Programs):	4	8

*data not tracked/recorded in 2016

Completed Referrals at Release-Reentry

Alcohol/Drug: (Residential Level of Care):	43	49
Alcohol/Drug: (Outpatient Level of Care):	44	41
Alcohol/Drug: (Intensive Outpatient Level of Care):	29	42
Alcohol/Drug: (Medication Assisted Treatment):	55	56
Mental Health Services:	29	38
Medical/Primary Care:	87	66
Employment/Vocational Support:	16	30
Basic Needs/Assistance/Insurance/Other:		
SSDI	12	17
Medicaid/NH HPP	18	20
DCYF Involved	25	30
Child Support Modification	0	2

<u>Offenders Released to Monitoring/Court Ordered Programs:</u>	<u>2017</u>	<u>2016 (Comparison)</u>
Probation:	141	114
CCASP/MH Court Program:	23	41
Cheshire County Drug Court:	18	5

Disposition at release: County/State

% released within Cheshire County:	84%	92%
% released to Massachusetts:	5%	2%
% released to Vermont:	2%	1%
% released to Rockingham County:	0%	1%
% released to Sullivan County:	2%	2%
% released to Hillsborough County:	2%	0%
% released to Another NH County:	2%	0%
% released to other state:	3%	2%

Offender Recidivism (within Cheshire County DOC)

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

2016:	35.4%
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):

2016:	*Data not available until Jan 2020
2015:	*Data not available until Jan. 2019
2014:	53.3%
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%

Inmate Programs

Major Hank Colby retired after 20 years of service with the jail and this is his final report for inmate programs. Lt. Erica Nye is our new Inmate Programs Coordinator. The following information is a compiled list of different statistics and programs that the Inmate Programs Department is responsible for. During the 2017 calendar year, facility tours were conducted for 127 individuals. The following agencies and organizations toured as individuals or as groups:

- Keene State College
- The Yoga Space
- Andover Newton Theological School
- Keene State College
- Romeo
- Access Control Systems
- Edovo
- Grace Community Evangelical Free Church
- Keene Sentinel
- Leadership Monadnock
- Monadnock Center for Violence Prevention
- Antioch New England
- Marlboro College
- Monadnock Humane Society
- Monadnock Peer Support Agency
- Monadnock Restorative Community
- River Valley Community College
- Cheshire County Attorney Office
- Monadnock Family Service

There are currently 188 approved volunteers that share their talents and skills through 22 inmate programs that are scheduled at different times during the year. In 2017 there were 2 inmates who passed the HISET examination that was given at the jail facility.

During the past year, sentenced male inmates supplied labor to the Keene Transfer Station

Special presentations, other than church related events, which were offered to inmates during 2017 included speaking engagements by Yogi Lama Gursam and Ellen Corindia. Musical performances by Richard “Dobbs” Hartshorne and the Vermont Jazz Ensemble.

2017 Summary of Training Hours, Certifications, Staff Retention

This past year has again seen a sharp downturn in staff turnover. In 2016 the percentage of staff turnover reached 27.2% and resulted in replacing 16 positions. In 2017, we replaced only 9 positions on the line staff, resulting in a rate of 15.25%.

The average length of stay for officers is approximately 2.5 years (almost a full year longer than the national average). While many factors could weigh in on the extended longevity I believe our policies and focus on training and individual recognition are largely responsible for our increased retention. This year we will continue to deliver mandatory trainings to keep officers current with certifications, provided by certified instructors. Last year we delivered 45 days (approximately 357 hours) of classroom training for 25 correctional topics (each delivered three times). This involved nearly 700-man hours for instructors and approximately 3,719-man hours of training for line staff, administration, and support staff as well (up slightly from 3,693 in 2016). Some of the increase is caused by more inclusion of the support staffing (medical, maintenance, food services) to some relevant or necessary training to help non-correctional staff to work safely in a correctional environment.

We have tried, with much success, to target training to suit the needs of the individual officers based upon their prior training and experience. This has had the added benefit of keeping the class sizes smaller and more manageable, and encourages new officers to participate more in class discussions. Plus, senior staff do not have to sit through repetitive trainings that they do not need a refresher in, allowing them to man the floor as needed.

We certified officers in-house, instead of sending officers to the NHAC Academy, using a curriculum that mirrors that of the NHAC. We had eight officers successfully complete the program in 2017. This equates roughly to a savings of **\$40,810 in wages, academy fees, and travel expenses. Not to mention the overtime situations caused by their absence from the line. Keeping the staff holding down their own positions helps to prevent mandating overtime, and causing burn-out with the remaining staff also helps to prevent turnover.

In 2017 several of the Field Training Officers moved up into supervisory positions, making them less able to pull away to conduct the FTO program. We selected and trained six new FTO’s in November who will help carry the ball into this coming year. Most of them have already had an opportunity to put their training to use with the last FTO Rotation for two new officers in December. In 2018 we hope to continue to make the training opportunities relevant and interesting, focusing on current training needs along with the “tried and true” standards. Keeping the training program flexible and able to address situations as they arise is also a goal of this department.

BOOKING DEPARTMENT

VIDEO ARRAIGNMENT

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:	3
Keene Circuit Court:	232
Jaffrey Circuit Court:	17
Other Courts:	25

CHESHIRE COUNTY SUPERIOR COURT

Since 2016 the CCDOC has cooperated with the courts with drug testing pre-trial individuals who are released on bail with conditions of drug testing one or more times per week. Our duties include reporting to the court and prosecutors periodically about those individuals and their test results. We have on occasion been asked to provide brief input about individuals' participation and cooperation. In the last year we conducted over 300 tests on individuals in this program. Recently the Keene Circuit Court has also utilized this option in their pre-trial release conditions. Currently CCDOC carries the cost of the drug tests.

CHESHIRE COUNTY DRUG COURT

We remain a significant participant in the Cheshire County Drug Court. I sit both on the Steering Committee and the Drug Court Team. In addition to attending regular and quarterly team meetings, the booking staff as a whole spends significant time conducting drug testing for the program.

3 Year Trend (Urinalysis Testing).

2015	1,816 tests conducted	453.75 work hours
2016	1,073 tests conducted	268.25 work hours
2017	796 tests conducted	199.00 work hours

In addition, the court sanctions some offenders to time incarcerated for either **Violation of Probation or Violation of Sentence Conditions.**

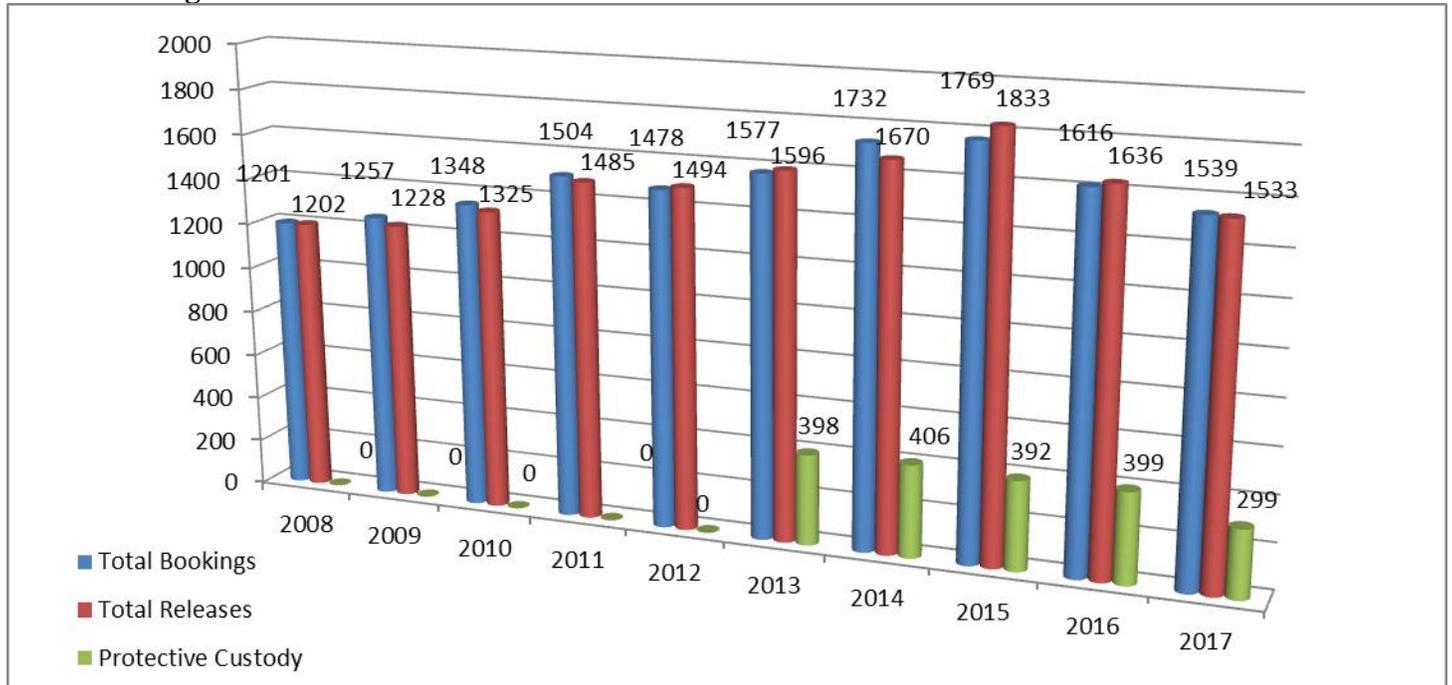
3 Year Trend (Bookings)

2015	146 Bookings	73 work hours
2016	76 Bookings	38 work hours
2017	104 Bookings	52 work hours

FELONY FIRST PROGRAM

Since 2016 Cheshire County has participated in the Felony First system. This process has resulted in quicker hearing times and resolution to felony court cases.

Total Bookings and Releases-10 Year Trend



Unfortunately, we do not have data for Protective Custody intakes from 2008 through 2012

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

2017 BOOKING STATISTICS

Inmates Booked with Charges-Pretrial and Sentenced-----	1,179
Males-----	877
Females-----	302
Protective Custody Bookings-----	299
Males-----	221
Females-----	78
Total Bookings-----	1,539
Total Releases-----	1,533

DEMOGRAPHIC BREAKDOWN BY AGE

AGE	Total/Percent	Male	Female
Ages 17 – 25	350 / 23.68%	266	84
Ages 26 – 35	621 / 42.02%	444	177
Ages 36 – 45	254 / 17.19%	186	68
Ages 46 – 55	191 / 12.92%	153	38
Ages 56+	61 / 4.13%	48	13

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

Federal Transports / Transport Team

Federal Transport: 183 transports ~ 1717.5 total hours. 1717.5 = \$ 51,525.00

Mileage: 21,644 x .535 = 11,579.54

Total Transport Revenue \$ 63,104.54

County transports - 68 transports 630.75 total hours

Total transports - 249

Total hours - 2,348.25

Per diem hours - 40 Officers 194.75 hours

Federal Inmates Housed;

Vermont Federal - average daily population – 29.2

New Hampshire Federal - average daily population – 10.8

Average Federal daily population = 40

2017 OC (Pepper Spray) /Taser

OC on scene 365 times
OC Displayed: 17
OC Deployed: 06
Taser Displayed: 06
Taser Deployed: 00

2017 Suicide Attempts

06 in the last year. 3 were county inmates and 3 were federal inmates. 2 County inmate attempts had to be transported out of the facility.

05 attempts on 2nd shift

01 attempts on 1st shift

2017 Unscheduled transports

27 for the year

County inmates- 22

Federal inmates- 03

Protective custody- 02

Transported out by Ambulance- 14 (01 Federal / 2 PC / 11 county)

Transported by county Cruiser- 13 (02 Federal and 11 county)

Referrals to outside law enforcement for investigation:

Two cases of sexual assault

Four cases of physical assault

Three cases of articles prohibited (contraband brought in to jail)

One case of a violation of a protective order.

Mental Health and Substance Abuse Recovery Services Summary

The Mental Health and Substance Abuse Recovery Services staff closely collaborates with all CCDOC Departments to address the safety, mental health, recovery, health care, facility housing, and community re-integration needs of inmates.

Mental Health Services

Barnes Peterson, LCMHC, CCFC, has served as the Mental Health Clinician at the CCDOC since July 2000. He temporarily retired from his position in September 2016 to enter monastic training at Temple Forest Monastery. He was replaced by Daniel Edwards, PsyD until Daniel's termination in early July 2017. Barnes returned to the CCDOC on 7/31/17. He maintains an individual caseload of approximately 60% of the inmate population. Inmates with severe mental illness, behavioral disorders, and suicide and violence risk are prioritized. Barnes completed mental health assessments on 209 inmates in 2017 after returning in late July. His mental health and substance use statistics are attached to this summary. Daniel Edwards did not provide statistics prior to his abrupt departure.

Substance Abuse Recovery Services

In 2017, our two full-time Substance Abuse Recovery Counselors, Danielle Marshall, LMHC, and Stacey Lanza, LCMHC, each provided weekly individual counseling to approximately 20 inmates in addition to facilitating weekly Recovery Groups on each housing unit and co-facilitating the Moral Reconciliation Therapy group. In mid-December, Stacey transitioned to a counseling position in the Cheshire County Drug Court and we had the good fortune of re-hiring Angel Ortiz, MS, MLADC, who previously served as a Substance Abuse Recovery Counselor at the CCDOC on a part-time basis. Angel facilitated an Intensive Recovery Program at the Hillsboro County DOC for 18 months prior to accepting the position that opened when Stacey departed. He will return to the CCDOC on January 8, 2018.

Our Substance Abuse Recovery Counselors continue to actively address the challenging recovery processes of our inmates with Opioid Use Disorders through individual and group counseling. In 2017, 55% of inmates who received individual counseling met criteria for an Opioid Use Disorder.

Moral Reconciliation Therapy (MRT)

We initiated a Moral Reconciliation Therapy program in February, 2017. MRT is a 16-step, evidence-based, cognitive behavioral program that is designed to decrease recidivism by raising the level of moral reasoning of participants. The first 12 steps are taught and practiced during incarceration and 4 steps are completed in the community. The group meets weekly for two hours and participants are expected to complete weekly homework assignments. Participants learn many coping skills, including how to delay immediate gratification, and they are held accountable for their behavior both in and out of the group. Inmates are expected to follow all facility rules in order to progress through the program which requires a minimum of 16 sessions to receive a certificate of completion. Most inmates, however, will require more than 16 weeks to sufficiently complete their step work.

Moral Reconciliation Therapy must be facilitated by counselors who have completed the 40-hour MRT training. Stacey completed the training here at the CCDOC in November 2014 and Danielle completed the training in NYC in December 2016. In 2017, 22 inmates from K-Block, D-Block, and R-Block participated in MRT and 4 completed the program. We expect relatively low completion rates as many inmates will be released prior to completing 16 group sessions. However, the group is designed to facilitate significant growth for inmates that commit themselves to the step work for the length of time they are able to participate.

Angel Ortiz also completed MRT training in November, 2014. He facilitated MRT groups when he was working with the Cheshire County Drug Court and at the Hillsboro County DOC so he now has extensive experience with offering this program to offenders. He will co-facilitate the current group with Danielle when he returns to the CCDOC in early January and he will facilitate additional groups when we expand the MRT program in 2018.

Mindfulness-Based Stress Management and Emotion Regulation Program

Barnes developed and initiated the *Mindfulness-Based Stress Management and Emotion Regulation Program* in February 2015. It is more simply referred to as *The Mindfulness Group* and integrates elements of Mindfulness-Based Stress Reduction and Mindfulness-Based Cognitive Therapy, which are both evidence-based programs. Inmates must complete 8 sessions to receive a certificate for the program and they are expected to practice the mindfulness and emotion regulation skills they learn in group on a daily basis. *The Mindfulness Group* is offered on Wednesdays to F-Block women and the men in R-Block and D-

Block. Rebecca Marshall, MEd, a yoga and mindfulness teacher, was hired part-time in June 2015 to co-facilitate the groups with Barnes and she has served as the primary facilitator of the program since September 2016.

Internships and Collaboration with Antioch University New England

The Mental Health and Substance Abuse Recovery Services Department continued its collaboration with the Antioch University Psychological Services Center that was initiated by Barnes in 2004. Seven doctoral-level trainees provided clinical services for inmates in 2017, with each trainee providing 1-3 clinical hours per week at the CCDOC.

Our Department also continues to provide a Mental Health Counseling Internship for Master's-level student. During the spring semester of 2017, Mental Health Intern Lily Hughes-Dunn from the Dance Movement Therapy program at Antioch University was supervised by Danielle and provided 15 hours of weekly service which included providing inmates with individual and group counseling. Mental Health Intern Lindsey Tatro from the Clinical Mental Health Counseling program at Antioch University began her internship in June 2017. She is also supervised by Danielle and she provides 16 hours of weekly service, which includes providing inmates with individual and group counseling. She will complete her internship in April 2018.

All services provided by Master's-level interns and doctoral-level trainees are offered at no cost to Cheshire County. We will continue to utilize interns and trainees each academic year to increase our capacity to meet the mental health and substance abuse recovery needs of our inmates. Each Master's-level intern provides 450-600 hours of service, and each doctoral-level trainee provides approximately 30-60 hours of clinical service.

Community Collaboration and Professional Development

Barnes devoted the first 7 months of 2017 to full-time monastic training which included receiving meditation training at three Buddhist monasteries in Thailand in January and at his primary training monastery, Temple Forest Monastery, from February through July. He continues to maintain his daily meditation practice and spends every Saturday at Temple Forest Monastery where he continues to volunteer and serve on the Board of Directors. In addition to maintaining his status as a Licensed Clinical Mental Health Counselor (LCMHC) and a Clinically Certified Forensic Counselor (CCFC), Barnes also continues to maintain his correctional officer certification which he initially received when he completed the Corrections Academy in December 2006.

Danielle became a Licensed Mental Health Counselor (LMHC) in the State of Massachusetts in 2014 and she continues to maintain this credential. She will receive her LADC I licensure (Master's-level Licensed Alcohol and Drug Counselor I) in early 2018.

Respectfully submitted by

R.N. Van Wickler, Superintendent, on behalf of this extremely competent and professional staff.

**Cheshire County
Department of Information Technology
2017 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. Components of our operation include computer hardware, software, networking, telephone, communication systems, and interfaces with external providers and agencies. The County's ability to serve its constituents requires that it implement an increasing level of technology in all its operations. The demand on the IT Department to support an expanding variety of systems continues.

In 2017, the Cheshire County network grew to comprise over 300 workstations, 60 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 24 hour-per-day on-call support for the critical information systems that drive the nursing home, the county jail, the dispatch center, and nine Cheshire County town police departments.

In addition to normal operational issues, 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 depends on the layered protection of Internet filtering, firewalls, access restrictions, endpoint anti-virus and anti-malware protection, and continual monitoring.

In an unabating trend, criminals are targeting government data systems with hacking, breaches, and ransomware in attempts to disrupt or compromise operations. 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 with techniques such as geo-blocking of foreign nations. We continue actively reduced our points of vulnerability, and have improved our monitoring and alerting systems.

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 internal projects in 2017 that enhanced its business continuity. Cross-site replication of critical servers is now in place, allowing operations to continue through major service interruptions. A major upgrade to our time and attendance software has also been completed successfully.

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 2017

The Human Resources Department is responsible for providing Comprehensive Human Resources leadership for the County and personnel. The Human Resources department consists of a Human Resources Director and a Human Resources Generalist. 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 Generalist works primarily out of the Westmoreland office at Maplewood Nursing Home full time, Monday – Friday while the HR Director splits her hours and days between the Keene office, Maplewood Nursing Home and Department of Corrections.

New Hires and Terminations – 2017

Human Resources is actively involved in overseeing the County's hiring and termination process. In 2017, the Human Resources department advertised, prepared job postings, screened candidates for vacancies and coordinated the selection of the positions.

Total number of employees hires for Cheshire County in 2017: **122**

Total number of employees terminated from Cheshire County in 2017: **139**

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

Contact Utilization = 7.06%

43 Service Requests

- Employee/Household members *calling* for EAP Services - 30
- Employee/Household member *referred* to EAP Counselor - 13
 - Top presenting issues:
 - Legal – 31.10%
 - Emotional/Psychological – 28.57%
 - Family Problems/Children – 9.52%
 - Alcohol/Drug – 4.76%

32 Members received referrals for counseling services

Employer Services

6 Manager/HR Consultations

1 Critical Incident Stress Debriefing

ANNUAL REPORT FOR 2017 MAPLEWOOD OF CHESHIRE COUNTY

Maplewood of Cheshire County is a mission-driven care facility that serves as 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 (including for tax payers) 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. We are also 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.

Staffing Challenges:

Over the past couple of years health providers have seen a rising trend in the increasing challenge to fill vacant positions. Nurse positions (LPN and RN) are the hardest to fill and there remains a national shortage that has not yet hit its predicted peak. Maplewood has experienced up to a 25% vacancy rate for nurses. The other huge challenge has been recruiting and retaining LNAs (direct care workers), and Maplewood has experienced up to a 29% vacancy rate for LNAs. Both of these data points had a significant impact on the number and acuity of residents we were able to admit and care for in 2017. The health providers in the Monadnock region have met monthly for 2 years now to discuss and problem solve through this challenge.

An additional impacting trend involves the hiring and retaining of entry level staff positions such as in dietary and environmental services. Barriers include our low entry level wages (below a livable wage for our community) and the commute distance (which requires a dependable vehicle through all types of New England weather). Local unemployment rates have been at or below 2%, and we are finding that workers are choosing higher hourly pay offerings over the strong County benefit package.

UPDATE ON CONSTRUCTION/RENOVATION PLANNING FOR MAPLEWOOD

Once the elected officials reached the decision for Maplewood to remain in its present Westmoreland location and to renovate the original building and build a new addition, work began in 2017 to determine project costs so as to get needed support from the Delegation for approving and obtaining a bond.

Throughout 2017, the building team, comprised of the County Administrator, Assistant County Administrator, Finance Director, Facilities Director and the Nursing Home Administrator, met almost weekly with the owner’s representative (Steve Horton) and with Banwell Architects and Engelberth Construction. Construction plans were made, priced out, and revised multiple times over the course of the year.

MEDICAID MANAGED CARE:

There have been delays in introducing step 2 of managed Medicaid that would include Long Term Care and Support Services (LTSS), which is comprised of nursing home level care and 'Choices For Independence' levels of care that cover both in-home care as well as assisted living level of care. The New Hampshire Association of Counties funded a study (in conjunction with some funds allocated by DHHS) to consider the MCO model and other possible models for Medicaid in this population. A full report is due in early 2018. Unless changed, LTSS is scheduled to roll out mid-2019. The counties understand that Pro-share monies would no longer be available under MCO's, thus collectively the state would lose nearly 50 Million dollars in this funding once LTSS is moved fully under MCO contract and this would immediately create an 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. In 2017, Administration staff attended Active Shooter training and annual fire extinguisher training and participated on the Safety Committee and Disaster Plan Subcommittee, Falls Committee, CQI/IP Committee, and on several PIP (Performance Improvement Project) teams.

ECS (resident documentation software) and RESIDENT TRUST FUNDS

The 2015 goal for IT to prepare the Finance Department for the New ECS, rescheduled for spring 2017, is now postponed indefinitely. MNH continues to run Old as well as New ECS so as to track and update Resident Trust Fund Accounts, and Finance has taken over Trust accounts set-up in Old ECS. The Executive Assistant continues to screen monthly Trust Account statements without a designated Financial Contact, and communicates with Finance if Old ECS and New ECS are discrepant.

In May we audited 100% Financial Contact fields for current residents in New ECS. With the Administrator and Finance Director, it was determined that anyone the resident chooses may be their Financial Contact and/or access their Trust Account. Mid-June we concluded our "ECS Face Sheet & Financial Contact" multi-department PIP Team work started late 2016. Our achieved goal had been to revise the New ECS Face Sheet to clearly reflect information needed by internal and external parties who use it. A summary report captured 1) Face Sheet revisions and 2) clarification on Financial Contacts/ Reps for Resident Trust Fund Accounts.

POLICIES & PROCEDURES

In 2017, 16 sets of MNH Department policies were routinely reviewed/revised along with 75 stand-alone policies within these sets. This included 56 individual policy revisions within the Nursing P&Ps plus revisions to Infection Prevention and Control P&Ps, many of which reflected new Federal regulations effective November 2017, and which affect all MNH departments.

MNH DISASTER PLAN

In February, we began revisions to the MNH Disaster Plan with a preliminary revised copy to Assisted Living Facility by early April. From March through November, a Safety subcommittee comprised of the County Safety Officer, MNH Administrator, Facilities Director, and Executive Assistant revamped the entire Disaster Plan, consisting of 90 policies and addenda and a Hazard

Vulnerability Assessment. For over 6 months the subcommittee met twice weekly and by the end of November distributed 42 red binders that include the MNH Fire Safety Policies and Procedures. In October, NHICS binders were added to Administration binders and the Disaster Kit.

MNH ADMISSION PACKET and RESIDENT HANDBOOK

The Administrator worked with an attorney consultant over many months to develop a new Resident Admission Contract. We worked with Social Services to incorporate the new Contract (went from 11 to 48 pages) and related changes into the MNH Admission Packet, including revisions to the content and organization of 38 items and expanding the Resident Handbook from 40 to 58 pages. The revised packets were ready early December.

SUPPORT TO OTHER DEPARTMENTS

The Executive Assistant and Receptionists routinely provide support staff services to other MNH departments. In 2017 this included:

- Scanning 57 sets of new admissions documents to the Finance Dept.
- Sending out Care Plan meeting notices twice monthly based on the MDS schedule.
- Sending 100 thank you letters for donations, and lists of memorial donor names to families.
- Sorting monthly Resident Trust Account statements for unit social workers, checking that new admissions reflected updated Financial Contact information in Old ECS (based on New ECS).
- Participation in “Resident Belongings” PIP Team to improve inventory tracking procedures and to discourage keeping valuables at the nursing home.
- Assisting the Administrator’s set-up of Facility Assessment Binder as part of new Federal regs.
- Revised Shepherd Program postings and letter for PT Director to deliver to local facilities with new SP business cards. Due to bed bug preventive measures, the Shepherd Program decided to no longer accept mattresses/bed frames; any loans are giveaways with no returns.
- 2017 Sign-in Logs for visitors, volunteers, clergy, vendors=11,047 entries.

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, scanning, 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 numerous policies and procedures on resident and building safety. They are responsible for ongoing knowledge of their role in fire and disaster drills and incidents.

Receptionists frequently encounter interpersonal 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 can respond immediately. Interactions are usually pleasant and friendly, but we continue to note an increase in discourteous behavior by visitors.

Receptionists are scheduled 68.5 hours/week with all weekend and holiday hours 8am-4pm at the front desk. Our 3 retiree on-call staff are not as readily available as in the past, making health-related and accrued time-off absences by regular staff harder to cover. We attempted to hire more on-call staff, but continue to find that applicants want dependable part-time hours and that a

commitment for 10-30+ shifts per year has little appeal. In addition, the time required to become familiar with our overall operations makes it difficult for new on-call or covering staff to absorb much of what they need to know to be of assistance at the reception desk. Our best bet remains MNH retirees or local area residents who know our facility.

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 a fulltime Admissions Coordinator.

REFERRALS: The department received 425 referrals from home, hospitals, or community agencies this past year. Cheshire Medical Center accounted for 277 of the referrals, down from 338 referrals the previous year.

ADMISSIONS: This past year, due to limited staffing, the facility admitted only 65 residents. Of the 65 admissions, 24 (32%) were admitted from Cheshire Medical Center. The previous year 40 (49.39%) were transferred from Cheshire Medical Center out of 81 admissions. Throughout the year we continued to consider our staffing levels and resident acuity at all times to determine how many residents we could offer services to while meeting their needs. Ongoing and significant vacancies in our LNA and nurse positions continue, as high as nearly 30% at times during the year.

DISCHARGES/DEATHS: Maplewood had 45 deaths in 2017. The facility discharged 27 residents back to their or homes or other facilities. Of the 27 residents discharged, 16 were able to return to their homes.

REASONS WHY RESIDENTS/FAMILIES ARE CHOOSING MAPLEWOOD:

- They hear that the care at Maplewood is excellent.
- They love the rural setting and outdoor area.
- They have a family member or know of someone in the community who has been at Maplewood in the past and has had a good experience.
- They like the idea that it is not a chain/for profit facility.

DEPARTMENT NOTES:

In 2017, the facility renewed our Adult Day Program to help support our community families. By the end of the year, our adult day care was as full as the state allows. We also continue to offer Respite services and Hospice services through our community partnerships as well as our own dedicated team at Maplewood. We continued to focus on “person-centered care” through in-services and in working with direct-care staff, and more importantly with our residents and families who make up our Maplewood family. The Department has also been implementing and updating policies and procedures based on new CMS regulations.

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. Given these facts and including staff turnover and vacancies, the team did well to keep up throughout 2017. This past year also included 124 terminal room cleanings for room changes, precaution rooms, and discharges.

With the new construction planned, no drapes were ordered in 2017. There were no vendor changes in 2017, and vendors continued to offer State pricing. Two Floor Maintenance staff positions were finally filled over the summer, and their focus on quality and quantity of work performed has improved our overall appearance and we have resumed proper floor maintenance.

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

Laundry has a demanding routine. Each day the staff wash, dry, and hand fold each piece of laundry, and count and stack each linen cart for each floor.

Residents have all of their personal clothing washed. Linens are washed 7 days a week, and Laundry has continued to ensure that they are clean and white as should be. Linens are replaced when worn out or when torn, to ensure quality.

In 2017, the Laundry staff processed a gross weight of 561,175 pounds consisting of 10,679 loads of laundry. This was 33,500 pounds more than in 2016.

New washers were installed in 2017, and these can process more pounds per load, increasing efficiency as well as improving the cleanliness of linens and resident clothing. Tablecloths are now incorporated into our “kind dining” experience and are provided daily on our linen carts.

OCCUPATIONAL THERAPY DEPARTMENT: Gina Cutler, Director

The OT department at Maplewood Nursing Home is comprised of three full time staff; the department manager, a staff occupational therapist, and one maintenance OT aide/LNA. Our OT aide is directed by the occupational therapists in carrying out programs that maintain a resident’s ADLs, range of motion, and strength in order to maintain their highest level of function and prevent premature loss of these skills.

OT is a small, committed department focused on helping our residents achieve their rehabilitation and maintenance goals. Occupational Therapists, as defined by AOTA (the American Occupational Therapy Association), help people across the lifespan participate in the things they want, and need to do through the therapeutic use of everyday activities (occupations). A common goal for occupational therapy in the nursing home setting includes helping our residents recover from injury, disease, or illness to regain lost skills, such as bathing, dressing, feeding and toileting (ADLs); or skills necessary to return to a productive life in the community, such as home management, meal preparation, medication management, and community mobility (IADLs). OT services typically include: an individualized evaluation, during which the

client/family and occupational therapist determine the goals, customized intervention to improve the person's ability to perform daily activities to reach the goals, and an outcomes evaluation to ensure the goals are being met or make changes to the intervention plan.

Occupational therapy services may include comprehensive safety evaluations of the client's home to ensure a safe and successful return to the community. Individualized therapy can include exercise, energy conservation, safety education, adaptive equipment training, positioning and splinting for contracture and pain management, functional mobility training, and guidance and education for family members and caregivers. OT practitioners have a holistic perspective, in which the focus is on adapting the environment to fit the person, and the person is an integral part of the therapy team.

During 2017, approximately 90 residents participated in an occupational therapy program. In addition to providing direct OT services, the OT manager coordinated per diem speech therapy services as well as supplemented swallowing and communication screens in the absence of a full-time speech therapist. The OTs are equipped with the necessary skills to recommend modified diets and feeding equipment to ensure safe swallow and consumption of food. The OTs are integral members to several multidisciplinary teams and committees such as the weight committee, neighborhood watch committee, CQI committee, and the annual health fair. The OT Manager and staff OT volunteered to co-lead a reinvigorated falls management team at the end of the 2017 year. The OT manager created a community outreach program with Miracles in Motion in the spring and summer of 2017 and was saddened at the loss of this program when Miracles in Motion closed in early September. Another 2017 loss in the Rehabilitation Department was the rehabilitation pool used for aquatics therapy, which closed indefinitely in August. The rehabilitation department hosted a 16-hour continuing education seminar by Good Heart Education in November, at which time all in-house therapists and some community therapists participated in this in-depth training on advanced rehabilitation for the acute and subacute cardiovascular and pulmonary patients. This was an exciting opportunity for advancing our skills and promoting our nursing home and Rehabilitation Department as a preferred site for recovery and rehabilitation.

The occupational therapy department is not only committed to the Maplewood facility and its residents, we are committed 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 the winter and spring of 2017, we hosted two students for their final eight-week clinical rotations.

SPEECH LANGUAGE PATHOLOGY DEPARTMENT:

The position of full time Speech and Language Pathologist remained vacant through 2017, 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. An SLP who is moving to NH was interviewed in quarter 4 of 2017.

PHYSICAL THERAPY DEPARTMENT: Laurel Moody, Director

Physical Therapy is staffed with one RPT/PT Director/40 hours, one staff RPT/35 hours, 2 full time positions for PTAs, 1 rehab tech/40 hours and 1 rehab aide/40 hours. A second rehab aide 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, nurse management and administration will decide the best plan for this position as circumstances around nursing shortages/coverage evolve. Physical Therapy staffing had some changes in 2017. One of our PT assistants began partial retirement on September 1, decreasing her hours to 30 hours a week. The open 10 hours was filled by a per diem PT assistant changing to a part-time position. This conversion has allowed physical therapy to add scheduled time in the building on Sunday, increasing PT coverage to 6 days a week. The remaining per diem PT staff member, a physical therapy assistant, gave notice in December, decreasing PT per diem staff to zero. We received 2 applications in December for per diem work, a registered PT applicant and a PT assistant applicant. Both applicants are being evaluated for hire, as it is important to maintain per diem staff to cover vacations and illness, including weekend work if residents require treatment on weekends as well.

REGULATORY/COMPLIANCE: Medicare is changing how it pays for care provided under SNF/Medicare A stays. The current PPS system determines the daily rate of reimbursement based on the minutes of daily skilled care provided by therapy and nursing staff. The new system being implemented will be based solely on patient diagnoses, and has preset payment reductions at scheduled intervals. The goal of the revised payment system is to encourage quicker discharges to lower levels of care and decrease payments made for SNF care. Rehab Optima and Harmony Healthcare have been providing pertinent information and trainings, to aid in preparing for these changes.

THERAPY CAPS: Medicare has been placing an annual cap (dollar amount) on outpatient PT services for several years now. The 2017 cap was \$2080, with an exceptions process to justify medically necessary care above that amount. There were indications that Congress would repeal the cap on outpatient therapy services; however, Congress took no action regarding the therapy cap, including no extension for the exceptions process which expired on 12/31/17. This means there is a hard cap per subscriber, with no exceptions process for 2018.

DOCUMENTATION: Physical Therapy continues to use Rehab Optima software for documentation. We find this program to be user-friendly, very responsive to challenges and questions, and proactive with all Medicare changes. Rehab Optima regularly provides educational material about upcoming Medicare changes, how the software will be modified, effects that these changes may have on therapy practice or reimbursement, and suggestions for preparing and implementing the changes, while maximizing patient outcome and reimbursement.

DENIALS: We still have 2 outstanding appeals from 2013, that are awaiting an Adjutant Law Judge hearing, the final level of appeal. One of those hearings has been scheduled for early in 2018, via teleconference.

We are having some difficulties with United Healthcare, a Medicare replacement policy. We are receiving what appear to be random denials of individual billing codes. United Healthcare has yet to provide the requested explanation of the Medicare law, or their contract with Medicare, that supports these denials. We have appealed these denials. There appear to be significant indicators that United Healthcare Medicare replacement policy is not fully adhering to all of Medicare's rules and guidelines. The MNH team (PT Director, Medicare biller, Finance Director and MNH Administrator) have opted to appeal all of these denials. Our Medicare biller is now

tracking the date of the appeal of the denial, the date the denial must be to the next level of appeal, and if United Healthcare has forwarded the denial to the next level, as is their duty.

ACP-ACCELERATED CARE PLUS: we continue to find great value and benefit from our contract with ACP. They provide us with evidenced-based clinical interventions including hands-on training, regulatory updates with implementation guidelines and suggestions, a hot-line for immediate clinical support, and free on-line training. ACP provided a 2017 live training at MNH: Progressive Resistive Exercise w/ Elastic Bands, Residual Limb Therapy, and CHF and Rehab.

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 have continued the very popular “Food Committee” to work more closely with interested resident’s 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, the annual Commissioners’ Summer Picnic offering in Keene, as well as the Commissioners’ Longevity Awards Holiday Luncheon held annually at Maplewood.

STAFF TURNOVER:

8 Full Time, 7 Part Time, and 4 Per Diem staff left this past year.

SEPARATELY BUDGETED FOOD EXPENSES: Total Additional Food Expenses: \$50,023.40

- ✓ Snacks \$8,641.17
- ✓ Coffee \$15,049.10
- ✓ Thickened drinks: \$10,500.49
- ✓ Thickener: \$2,301.18
- ✓ Café Drinks: \$2,350.24
- ✓ Magic Cups: \$1,617.43
- ✓ Assisted Living: \$158.22
- ✓ Activities: \$2,887.97
- ✓ Items for Keene (finance & Sheriff’s): \$530.24
- ✓ Meetings, etc.: \$70.00
- ✓ Harvest Tables: \$460.00
- ✓ Volunteer Appreciation: \$1,019.89
- ✓ Staff Appreciation: \$2,267.13
- ✓ Family Event (for staff): \$263.69
- ✓ Commissioner’s BBQ: \$1,345.43
- ✓ Cider Social: \$435.36
- ✓ Auxiliary Donation for Craft Fair: \$125.86

EXTRA SUPPLY EXPENSES:

- ✓ Replacement Blender Containers: \$453.03
- ✓ Café Trays: \$278.94

- ✓ Bowls: \$366.15
- ✓ Dishes for Activities: \$386.22
- ✓ Mugs: \$115.03
- ✓ Plates: \$445.75
- ✓ Silverware: \$579.20
- ✓ Assorted Smallwares: \$493.24

EQUIPMENT EXPENSES:

- ✓ Replacement Parts for Dish Machine: \$2,463.83
- ✓ Frying Inserts for sheet pans: \$195.67
- ✓ Assorted Pans: \$165.18
- ✓ Storage Racks and Shelving: \$1,155.34
- ✓ Replacement Toasters: \$252.78
- ✓ Replacement Blender Base: \$401.25
- ✓ Salad Spinner: \$143.10
- ✓ Floor Mat: \$69.16
- ✓ Kettle Whip: \$82.25

STAFF MEETINGS/EDUCATION: Focus for all dietary staff included the following topics:

- | | |
|-------------------------------|---|
| Burn & Scar Safety | Incident Reporting |
| Employee Health Policy Review | PPE Review |
| BBQ Safety | Slips, trips & falls |
| General Equipment Safety | Fire Safety Training |
| Food Safety Education | Knife & Cut Glove Review |
| Winter Safety | Handwashing Awareness & Electrical Safety |

ACTIVITY DEPARTMENT: Kendra Hall, Director

STAFF: One full time director, and the equivalent of 6 full time employees (some are part time or per diem). Staff turnover: one staff member left Activities in January for a non-licensed position in nursing. 2 staff members chose to return to LNA full time duties, and 2 LNA's moved into the Activities Department in 2017. In response to the challenge of hiring LNA's, we created a new position of Recreation Aide: a non-licensed staff member for 7 hours every other Saturday. This position has slight resident care limitations based on Board of Nursing rules. The Activity Department/staff ensure we meet Federal Regulations to meet resident's individual recreational needs through all of the following means:

SPECIAL MUSIC PROGRAMS: Nelson and Westmoreland Town Bands, and sing-along with Louise and Russ were our volunteer performers. Ron Banks, Richard Eriksen, and Carl Jacobs were paid from our budget for entertainment. All other entertainers were paid from donations.

SPECIAL PROGRAMS: Activity programs provided during this past year included -Thursday evening and Saturday afternoon music programs, and monthly Happy Hour; all of which continue to be well attended. We also offered Friday flower arranging, some shopping trips, Spring Prom (this was a multigenerational offering that brought together Westmoreland middle schoolers with our MNH elders), the annual Craft Fair for resident shopping and the public to attend, and a Summer Carnival.

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 and interests of the residents and are adapted to meet their current abilities. We remain involved and connected with the community in two primary ways: one by bringing the community to Maplewood; the other by going out into the community.

Bringing community to Maplewood includes volunteer involvement. Volunteers assist Activity staff with many programs and special events. They also provide hours of visits to individuals offering activities such as board games, pet visits, patio visits, gardening, social visits, and reminiscing. Additional community involvement includes the Westmoreland and Nelson Town Bands, The Keene Cheshiremen, Knights of Columbus, as well as area schools and scout groups.

Other ways to keep our elders involved in community involves 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 2017 included trips to the Senior Olympics, Orchard trips, and the Montshire Museum.

Maplewood music programs are among the most popular, meeting the interests, needs, and abilities of many residents and allowing participation at a wide variety of resident participation levels. Most weeks we will offer 2 to 3 music programs. During the month of December, we schedule extra music and special programs from outside schools and other organizations. Many programs feature entertainers from the community who come to Maplewood to provide entertainment for special occasions. Programs include the banjo, accordion, piano, country, storytelling, folk, Bluegrass, swing bands, classical, as well as sing along, line dancers and karaoke. Enjoyment by participating residents and those viewing on our in-house close circuit channel is reflected in their smiles and conversations following performances. Participation ranges from traditional upright dancing to participation at w/c level, to tapping a foot or finger, or just listening. Many performers tell us that Maplewood is their favorite place to play as they derive much satisfaction from how much their music is enjoyed and appreciated.

Our activity programs include special events, large groups and small focus groups, individual programs, and community involvement and events. 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 group programs.

We continue to provide a diverse environment to add stimulation and enhance interest. The Keene Quilters Guild donates beautiful quilts every year that go into resident rooms, on their beds or laps, and at times hung as a decoration. An area florist donates fresh flowers every week and volunteers help residents to arrange the flowers 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 hold 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, The Summer Carnival, Annual Craft Fair, and more.

VOLUNTEER HOURS: 1,977 hours were logged in 2017 (does not include the volunteer hours of many groups, schools, organizations and clubs).

STAFF MEETINGS: are held on an as needed basis, planning and evaluating programs, and reviewing staff and volunteer schedules, resident changes, special needs, etc. December 20th, we had an entire department in-service for communication and team building.

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

Nursing Department administration was headed by Theresa Woolbert, RN, BSN, Director of Nursing Services and Robin Nelson, RN, Assistant Director of Nursing Services during 2017. Sabryna Priest, RN, our Quality Improvement (CQI) Coordinator and Infection Prevention & Employee Health Nurse, was assisted by Hope Blodgett, LNA. Lisa Clouet, RN, Stephanie Sullivan, RN, and Leanne Finnell, RN, were our three Nurse Managers. Kaytlyn Levesque, LPN, was 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, Supervisor and nurse's meetings, LNA and ward aide meetings, NHICEP meetings, organizing and facilitating monthly CQI, 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 and filling in for the vacant 11-7 supervisor position. She covered units during Nurse Manager absences, assisted with coverage during the Staff Development Coordinator's LOA, and assumed the lead nursing role during absences of the DNS and ADNS. She provided staff in-services and informal education on a variety of topics, including safety needles, ECS, TB planting and reading, flu vaccine administration, precautions and infection control.

She updated the employee 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 our nursing documentation software. She held flu clinics for staff at Maplewood and in Keene for other county employees. She also organized the residents' consents and administration of the residents' flu vaccine.

Sabryna attended in-services, including falls, MS, flu prevention, defensive driving, antibiotic stewardship, MDS section GG training, CMS Final Rule education, and attended meetings concerning ECS face sheets, MNH safety, and met with the Occupational Health representative. She addressed issues with CMC regarding billing for new hire employment physicals. She worked directly with JP Pest Services regarding pest control in ALF.

Sabryna 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, which included writing or re-writing policies and procedures, of which she wrote/amended many, including Infection

Prevention and Control. She was always on the ready to help with new admissions, problem solving and assisting with the care of the residents. She assisted MDS with problem solving care planning. Sabryna served as a clinical instructor for Keene State College Nursing Students.

Kaytlyn Levesque, LPN SDC completed the daily, weekly and monthly tasks of attending morning meetings, Supervisor, LNA, Ward Aide and nurse meetings, safety committee meetings, CQI, weight committee, Harmony Healthcare exit interviews, organizing and facilitating Annual orientation and Review, planned and organized monthly educational offerings for staff. Educational offerings include, but are not limited to, CPR, New hire orientation, Behavior Investigation Packets, Aromatherapy and LNA and Nursing skills.

Kaytlyn worked with Keene State College and River Valley Community College to hold their RN clinicals on site. She attended the River Valley Community College Advisory board meeting in Claremont, went to in-services on active shooter training in, Primex Nursing Home Roundtable Discussion, Hospice in-services, fire extinguisher training and pressure ulcers. She was an integral part of providing education to all staff on new regulations. She managed the Relias Learning Program. Kaytlyn also provided much as needed education whenever asked to do so. She also assisted with the Health Fair, National Nursing Home, LNA and Nurse's weeks, attended job fairs to recruit staff, Behavior Investigation PIP team and the Neighborhood Watch Committee. She also tracked 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.

During Kaytlyn's 16-week LOA, Amy Jenisch LNA covered some of her tasks. Upon her return, in Q-4-2017, much of her efforts were focused on understanding and implementing changes related to the CMS mega rule. Amy worked on the following tasks: inputting CEUs into Kronos, assisting and setting up new hires, printing out Employee training reports for team (evaluations), assisting staff w/ license renewals, orientation, setting up CPR for/Maureen, updating the CPR list, checking BON web site twice daily for license renewals, training new hires on P&P's and new hire LNAs on ECS, and other spontaneous education as needed.

Robin Nelson, RN ADNS completed the daily, weekly and monthly tasks of attending morning meetings, Supervisor, LNA, Ward Aide and nurse meetings, safety committee meetings, CQI, weight committee, Neighborhood Watch Committee, and Harmony Healthcare exit interviews. She also dedicated time to registering and managing accounts for DH-Connect (Epic), compiled an attorney informational packet and held conference calls with attorney, updated Roster and Census, conducted employee evaluations, and tracked probationary evaluations.

She attended many in-services and continuing education course topics, including MDS, fire extinguisher and CMS Final Rule and Strategies for managing multiple tasks and radiological testing. She also attended meetings with HR, HCS Hospice, Primex Nursing Home Roundtable and a Compassus presentation. She attended the NHHCA annual conference and trade show, and participated in the region-wide disaster drill held at Maplewood.

Robin attended and served at the volunteer recognition dinner and the staff appreciation luncheon, and participated in recognition of nursing staff during National Nursing Home Week, LNA Week and Nurses Week. Robin focused on addressing problems, issues and concerns related to staff, residents and/or delivery of care, covered shifts for Nursing Supervisor absences

and/or vacations, conducted interviews for new nurses and LNA's, transferred an LNA to the transportation department following the departure of one of the Aides. Robin completed employee performance evaluations and worked with HR on several performance and/or time and attendance issues with staff.

Robin recommended a restructuring of the chain of communication, to have the following departments directly report to the ADNS: Transportation, Medical Records, CSR, and MDS. Approved by the DNS, this was rolled out October 2017. Robin participated in meetings related to the expansion and renovation project. She met with the Commissioners regarding new CMS rules, and how they relate to the administrative burden placed on nursing, and regarding some staff LOA requests. Robin compiled a new Tena team taken over by Staff Development. Robin covered for any absences of the DNS and/or Administrator. For 12 weeks of the summer, she adjusted her hours to cover two 11-7 Supervisor shifts per week. She reviewed the current status of 11-7 tasks and refreshed the staff on expectations and routines.

Theresa Woolbert, RN BSN DNS completed the daily, weekly, and monthly tasks of attending morning meetings, Supervisor, LNA, Ward Aide and Nurse meetings, CQI, weight committee, Harmony Healthcare exit interviews, review and approval of the pharmacy bill, NADONA meetings, safety committee, team meetings and Department Head meeting.

Theresa attended in-services and continuing education course topics including MDS, Tena, NEQIO, Primex Nursing Home Roundtable, CMS Final Rule, disaster drills, and fire extinguisher training. She attended quarterly HCS Hospice and CMC meetings. She dedicated much time to addressing impromptu issues and concerns with staff, residents and or families. Staff issues consumed a large amount of focus; time and attendance is the source of many meetings with staff. Conflict resolution, substandard performance and procedural coaching were also hot topics for staff meetings. Theresa 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. She also worked with Staff Development on organizing and initiating LNA Health Careers to hold their LNA class on premises. Other duties included budget preparation and presentation, National Nursing Home week, meetings with HCS Hospice to coordinate and improve delivery of care, Nurse's and LNA Week preparation, meetings with vendors to negotiate best prices for effective products, Neighborhood Watch and PIP team meetings. She also met with Dr. Joe Capobianco, Kate Ingram, APRN and Dr. Sandeep Sobti related to any procedural or other issues.

With the new CMS rules, Theresa spent a large portion of time deciphering these and helping the ADNS and QAIP nurses to write or re-write policies and procedures related to the new rules. Theresa worked on securing new travel agency contracts, attended Commissioners' meetings, and covered the facility in the absence of the Administrator.

ASSISTED LIVING FACILITY: Christine Neal, RN, Administrator

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

STAFFING: Remains consistent with 11 employees and 4 per diem. We have been seeking to fill an 11-7 shared position with MNH, pending a regular employee obtaining LNA licensure.

CENSUS: 3 admissions with one transfer from MNH
3 discharges to MNH
49 people on the waiting list with one planned admission the first week in January.

FACILITY LICENSE: ALF was Deficiency-free in its 2017 survey.

CMS CHANGES: Unofficially there is no update with CFI and heightened scrutiny. It appears that a provider self-assessment form will be sent out with the idea that we would do a plan of correction for any criteria we didn't meet. Preliminary thoughts are that facilities like MNH will be grandfathered in regard to a connection with an "institution".

EDUCATION: 2 PCA's and an RN have been trained to complete the Residential Assessment Tool required by the state bi-monthly.

PCA FINGER PRINTING AND BACKGROUND CHECKS:

At the end of 2017, new legislation was again proposed to have PCA's fall under the same category as Med Techs in terms of the new requirements for fingerprinting and criminal background checks. There is a senate meeting 1-9-2018 to determine the outcome.

MNH FACILITIES DEPARTMENT: Bruce Harrison, Facilities Director

In 2017 the Facilities crew completed 3840 work orders. This number includes all the preventive maintenance tasks that are performed throughout the year on everything from bed lubrication, filter changes, monthly vehicle inspections and Life Safety Inspections. The county also extended its electrical supply side contract with Direct Energy for 33 months beginning in November 2019 at a rate of .0756 per kWh. This is down from the current rate of .0799 per kWh.

GENERAL MAINTENANCE

All major pieces of mechanical building equipment receive Periodic Maintenance (PM) semiannually by our in-house staff and mechanical contractors in the spring and fall. Boilers #1 & #2 were torn down, cleaned and inspected last spring and brought back on line by our staff. All steam traps were inspected and rebuilt as needed throughout the facility. 120 mattresses were received and identified. Facilities staff then worked with nursing staff to implement the change out and disposal of the old mattresses. We also received 13 new bed frames for the residents which replaced some of the older units in an effort to bring us down to two styles of bed frames from the previous four. Through the summer months facilities staff members spent a lot of time cleaning up, repairing and painting the red barn next to the waste water treatment plant as well as the gray farm garage. We hope to secure funding to continue with this effort in order to keep the buildings structurally sound and in good repair. Plans are also in the works to repair and replace the doors on the 6-bay garage in order to use it as storage space in support of the nursing home building project.

REGULATORY COMPLIANCE

In February we had our annual State survey and came through the Life Safety portion deficiency free! This is a big accomplishment considering the number of areas that are reviewed and

inspections logs that must be maintained. The Facilities staff did a great job of keeping up with all the paperwork especially in light of the new programs that were added this past year. Also accomplished was assisting with updating the nursing home disaster plans with the administrator and Safety Officer, a Hazard Vulnerability review, new requirements under NFPA 99 to review electrical systems and equipment, new CMS requirements on quarterly hose valve connection inspections and annual testing, an Active Shooter table top drill followed by a live drill, the Facility Assessment annual review and attending a table top drill with Army Corp of engineers in Springfield VT on a dam failure scenario.

In support of some of these areas I was able to attend training in March with the New Hampshire Healthcare Engineers society on building assessments, Life Safety code locking devices and sustainable design / construction. In March the NHHCA held a facilities training day which included inspection of fire doors, emergency plans and Life Safety code updates with instruction by our inspector. In June, I attended the State Emergency Preparedness conference with my main focus being on active threat planning. The Facilities staff attended Active Shooter training and our annual fire extinguisher training.

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 1 horizontal and 1 vertical section of 4” cast iron piping along with various 2” fittings as well as one 5-way 4” fitting. We continue to maintain and replace fixtures and or components as they fail. Year over year this has dropped slightly.

BUILDING ADDITION AND RENOVATION PROJECT

There was a tremendous amount of activity in 2017 involving the nursing home building team. In January the team interviewed both construction managers and architects. Many qualified candidates came forward but in the end, the group chose Engelberth Construction and Banwell Architects to support the counties efforts to gain funding approval. Meetings were held with staff members to gain their insight on the design and layout of the new building. Plans were developed and in May the Delegation approved the project. Now the real work began with mechanical and electrical engineers, Eversource, Life Safety engineers, and many others reviewing every detail of the existing and planned new building.

In October I met with the IRN company – The Reuse Network. They coordinate the shipment of surplus materials such as furniture, equipment, and bedding from donors to people in need. 100% of the surplus they accept for reuse is provided directly to nonprofit recipients for use in disaster relief or economic development programs. There may be an opportunity at some point near the end of this project to donate old bedding, walkers, etc. instead of sending them to a landfill.

The second set of drawings known as design development was completed in December and is currently with the construction manager for estimating purposes to see if we are still tracking on budget. Once that is completed the construction drawings will begin. Our objective is to have the bidding process take place in the February-March time frame with site work to begin in late April or early May. We are currently on track to meet that goal.

MNH Capital Projects:

Many 2017 capital projects such as the planned rehab of the ground floor bathrooms, replacing carpet in the managers' offices and building out the dryer location were all put on hold pending the outcome of the vote on the future of the nursing home. We did replace the four, one-hundred-pound washing machines in the Laundry department which were approaching 20 years old and requiring ever increasing costs to maintain. These units can easily be moved to their new locations during the renovation phase of the building project. We also replaced the ATV which is used by all members of our staff to move between the nursing home and water treatment plants as well as grounds maintenance around the complex.

ASSISTED LIVING FACILITY

Preventive maintenance was performed on all mechanical systems in ALF as scheduled. Several minor issues were corrected during the year but no big problems overall in 2017.

ALF Capital Projects: All faucets in the bathroom and kitchen sinks were replaced.

WASTE WATER TREATMENT PLANT (WWTP)

In 2017 the WWTP processed 5.8 million gallons of effluent discharge from the MNH, Assisted Living Facility (ALF), WTP, and the County Farm. This was up slightly from last year's 5.36 million gallons. The process requires daily testing and oversight.

WWTP Capital Projects: An inline pH meter was installed.

WATER TREATMENT PLANT (WTP)

In 2017 the WTP produced 4 million gallons of water and the well produced 1.3 million gallons of water which was fed to the 250k holding tank and the distribution system. MNH, ALF, WTP, WWTP and the County Farm use this water. The total water usage this year was down over last year. 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

Some of the projects completed in 2017: Cleared brush and trees around well #6 that had come down in high winds and storms, repaired shut off valves in the distribution system, removed the river well pump house, pump systems, and trees to increase tillable land for the farm, changed treatment in the water plant for better pH and corrosion control in the distribution system.

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, additionally in November, we participated in a regional disaster drill. The Safety Officer led the training for Active Shooter with a “Run-Hide-Fight” training. Our first drill was a table top drill involving an active shooter. The second drill was done once all staff completed their active shooter training and our Sheriff’s department staff assisted in creating a more realistic scenario for our live drill. New elements were added to our protocols as a result of what we learned, and “Run-Hide-Fight” is now an annual component of staff training.

In the fall, we offered the annual fire extinguisher training to all staff. This gives staff the opportunity to put out a live fire using an extinguisher and remains a vital training component to ensure staff are prepared and we can help mitigate any fire issues during the time it takes for the local volunteer fire department to arrive. Our building is fully sprinkled. That said, we have on 2 occasions in the past decade, been instrumental in extinguishing small fires before either the sprinkler system needed engagement and before the local fire department arrived.

.....

2018 will be a challenging and exciting year at the nursing home with upcoming building work set to begin next spring. We are all looking forward to the wonderful new environment the County will be providing for the residents and staff here at Maplewood. Many staff and some residents have participated over the past 10 years with design ideas and suggestions. Staff has been working throughout 2017 with the architects during the design drawing phases.

One planning goal has been to make principled decisions around resident and staff safety. While main project goals for the building have been to update plumbing and electrical systems, the wishes of residents, families, and staff led to a planned increase in the number of single rooms as well as resident living room spaces. Our entire team has worked with the ideas generated while adhering to budget constraints, construction rules, and federal regulations.

Thank you to all the staff, many of whom share a large portion of their lives to care and support our elders at Maplewood each day throughout the year. The whole staff works with grace and pride and many form family-like relationships with residents and staff alike. I can never 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, 2018

**Safety Office
Annual Report-2017
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.

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 responding to active shooter events and training on adoption of the new codes by the Center for Medicaid Services

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. This year, Cheshire County was able to achieve "Prime Designation" a program offered through the County's workers compensation and liability insurer Primex, for adopting risk management best practices related to our ongoing commitment to manage risks to employees, residents and facilities.

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, Active Shooting training for employees of the Maplewood 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 for 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 Whipple, Westmoreland | Susan Lawson-Kelleher, Chesterfield |
| Jim Weidner, Jaffrey | Jane Johnson, Swanzey |
| Robert Hamm, Keene | Paul Crosby, Stoddard |
| Gladys Johnsen, State Representative | Joe Cartwright, County Commissioner |

Cheshire County UNH Cooperative Extension

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

Cheshire County UNH Cooperative Extension Summary of 2017 Educational Programs

Public Workshops / Educational Events	25 events, 850 attendees
One-on-one Site Visits (forestry & agriculture)	137 visits, 15,539 acres
Assistance to Towns	23 towns
Interaction with Cheshire Residents	2,673 contacts
Forage or Pasture Soil Tests	114 tests
Newsletters Distribution	680 households
Afterschool Program Enrollment	450+ youth, 10 sites
4-H Clubs	22 clubs, 243 youth
Active Volunteers	113 volunteers, contributing 19097 hrs.
STEM and Youth Training	90 educators

NATURAL RESOURCES

Steve Roberge, Extension Field Specialist

One-on-one Consultations – Woodlot Exams

- 103 woodlot exams (61 were new landowners for Cooperative Extension)
- 13,339 acres reviewed (Statewide numbers)
- 41 landowners/3,681 acres referred to a Consulting Forester

Public Workshops and Talks

- 18 events
- 775 attendees

Collaborations & Partnerships

- 29 separate collaborations/projects
- 27 agencies, organizations, municipalities or committees

Other Contacts – Email, mail, phone and office visits

- 2,146 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 405,100 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 Forest Resources Extension Educator 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

- 103 properties, 13,339 acres visited by the Cheshire County Forester. 155 individuals participated in these visits. 61 out of the 103 visits were new to Extension.
- 41 Landowners (3,681 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 me 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 Extension Educator in Forest Resources is the primary contact for landowners interested in managing their forestland. Follow up visits are often required – especially if the extension educator 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. 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.

Economic Impacts of Woodlot Visits and Stewardship

According to Forest Service Forest Inventory and Analysis data. Cheshire County has 405,100 acres of forest land. Average per acre volumes of wood products in the state are 12,000 board feet of high value products and 32 tons of low value products. Assigning very conservative values of \$100 per thousand board feet and \$2/ton, there is well over 500 million dollars of value sitting on the stump in Cheshire County. Extension foresters are the only unbiased source (no financial interest) of information for forest landowners. Extension’s advice enhances returns on forestland. The more people reached, the more return we can get on the 500 million dollars sitting out there.

In Cheshire County last year, I met with 57 landowners covering 6,781 acres. My projected economic impact is \$38,420 of value created for landowners. This results in an extra \$3,842 of tax revenue to local towns and \$108,480 of value created for industry.

Or 103 Properties, covering 13,339 acres. My projected economic impact is \$75,587.67 of value created for landowners. This results in an extra \$7,558.77 of tax revenue to local towns and \$213,424 of value created for industry.

[1] Assumptions: 1/3 of acreage recommendations are followed and incorporate good silvicultural practices as opposed to high grading. Increased value annualized over a 100-year period. Economic modeling is similar to conditions described in Nyland, R.D. 2005. Diameter Limit Cutting and Silviculture: A Comparison of Long-Term Yields and Values for Uneven-Aged Sugar Maple Stands. NJAF 22(2) 111-116.

\$17/ac./yr. additional landowner revenue; \$48/ac./yr. additional total production value (industry); \$1.70/ac./yr. additional tax revenue for towns.

Other Contacts (email, mail or phone)

2,146 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 Extension Educator 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

-18 Public Workshops, tours or events were led by the Educator 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.

-775 People attended those events.

FOOD AND AGRICULTURE

Carl Majewski, Extension Field Specialist

- 34 Farm Visits – 49 participants
- 7 Educational programs – 75 participants
- 527 Other contacts (phone, email, office visits)

With over 407 farms and over \$17.3 million in sales in products, agriculture has a strong presence in Cheshire County. There is also a large – and growing- segment of the population that is interested in raising vegetables, fruits, and/or animals for home food production. Programs in Agricultural Resources teach the skills and provide the information that enables both farmers and homeowners to produce crops efficiently and profitably, and to practice responsible land stewardship, which in turn helps them remain economically and environmentally viable.

In 2017, there was a wide range of programs for both commercial farms and for non-farming homeowners. Much of the programming for commercial farms focused on improving soil health, increasing use of cover crops, and adopting no-till planting practices. In the field, farms evaluated new cover crop seed mixes, and trialed conservation field equipment. The non-farming public attended workshops throughout the county that taught effective (and environmentally friendly) gardening practices, pruning techniques, and pest management.

Farm visits provide the opportunity for one-on-one education with producers to address their specific needs. These visits cover a wide range of topics, including soil conservation, pest identification and management, production practices, or facilities design and layout. I made some of these visits with either Extension State Specialists or with colleagues from other counties in order to bring in their particular expertise in fruit and vegetable production, greenhouse and nursery crops, dairy facilities, or farm business management.

A visit to a farm in January resulted in the farm making changes that allowed for improved drainage in the barnyard area, keeping water from rain and snowmelt away from animal housing. In May, I visited several dairy farms in the county to assist them in compiling records to submit with their application for a state program for drought relief. In June and July, I worked with several corn growers to identify armyworm outbreaks and management options. In August, a visit with the state Nursery Specialist helped an area nursery to identify pest problems and to start developing a plan for managing them.

Workshops and other educational programs provide more information to groups, either in the field or in more structured settings. In Cheshire County, programs focused on soil conservation issues – use of no-till equipment that reduces soil compaction and conserves organic matter; demonstrating cover crop mixes on vegetable and dairy operations; and forage crop production practices. Specific programs include:

- Equipment Field Day (a collaboration with Cheshire County Conservation District)
- Cover Crop Tour (a collaboration with the Conservation District and USDA-NRCS, part of the NH Working Lands Conference in Keene)
- Corn and Forage Meeting, featuring UNH Agroecologist Rich Smith and Penn State weed scientist Bill Curran
- Worker protection Standard training for orchard employees

The Food & Agriculture Program includes programs for homeowners as well; there were tree fruit pruning demonstrations, and numerous presentations on topics ranging from seed-saving to tick biology and health.

Other Contacts: I was able to assist over 500 individuals via office visits, phone calls, emails. This includes reviewing 114 soil tests. These contacts cover a wide range of topics, including insect/pest identification and management, home gardening, interpretation of soil test results, and home poultry or livestock issues.

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). Nutrition Connections reaches target populations through small group workshops, visits to individual homes, classroom education in eligible schools, and other opportunities in the community.

Activities with Adult Populations

- Slow Cooker Class Series: Ashuelot Head Start and HCS Early Starts Program
- Cooking Matters for Families: parent/child cooking program, Keene
- Cheshire County Alternative Sentencing Program workshop series
- Central Square Terrace Apartments Monthly Workshops
- Cooking Matters at the Store “Pop-Up” Tours (a virtual grocery store tour)
- Home visits
- Keene Housing Farm to Family Buying Club activities
- Harvest of the Month Forum sponsored by Monadnock Farm and Community Coalition

Youth Activities

- Pick a Better Snack: monthly classroom visits at Franklin and Wheelock Schools, Keene
- Head Start monthly classroom visits in Jaffrey and Ashuelot
- Gilsum STEAM Academy monthly classroom visits
- Cooking Matters for Families: parent/child cooking program, Keene
- Mt. Ceasar Elementary School Health Fair

Community Activities

- Winchester Farmers Market Community Celebration: Celebration of local foods and introduction of the Granite State Market Match to the Winchester Farmer’s Market.
- Advocates for Health Youth (AFHY): Committee member reviewing healthy living grant proposals for local youth programs.
- Monadnock Understands Childhood Hunger (MUCH): supported the work of newly formed non-profit.
- Y.O.U.T.H.: working with a newly created program to support integration of at risk youth and their families into community activities.

Impact

- 69 adults increased their knowledge and skills related to nutrition, meal planning, shopping, and food safety.
- Approximately 200 adults were reached at food demonstrations and other community activities.
- 400 students tried new foods and increased their nutrition knowledge.

YOUTH AND FAMILY

Andrea Sawyer, Extension Field Specialist

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.

■ 113 volunteers provided over 19,000 hours, reaching youth to help them build life skills, leadership and citizenship skills. The cost benefit to Cheshire County is over \$450,000 based on the Independent sector volunteer value per hour.

■ Over 400 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.

- 102 members participated in communication events at 4-H Day with 14 selected to go to State Activities Day. Eight youth received gold medals. 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 200 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. 243 youth were enrolled in 22 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 that requires awareness and compassion for others.

- 80% of youth did a record, resume or scrapbook documenting their 4-H work.
- 22 4-H Clubs reported doing Community Service: support for various charities, food collecting, helping at community events including Pickle Festival, 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, wreaths for shut ins, baking/delivering Valentines Cookies to the elderly, participating in the Relay for Life, cleaning a church, adopting a family for the holidays, coat drive, 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.

- 10 horse members competed in the State horse Quiz Bowl. One member qualified to be on the State team.
- 35 dairy members compete in the Dairy Quiz Bowl contest; 3 Cheshire County members competed on the State team at Eastern States Exposition.

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.

- 3 Horse members attended the State Horse judging contest. All members placed in the top 5 of the junior and senior contests.
- 8 Dairy members attended State Dairy Judging Contest, all finished top 6 in their event.
- 3 were selected to participate at Eastern States Expo in the Dairy Judging Contest.
- 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: 20 youth participated; 10 were selected to participate in the state horse show. Three riders or drivers were selected to go to Eastern States Exposition.
- State Dairy Show: 30 attended; 13 qualified for Eastern States. At ESE 2 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: 8 members in the beef project attended along with three chaperones. A member was overall showman as well as grand champion heifer. A Cheshire County member also had Champion Market Steer, which was the first time NH won that honor.
- National Dairy Conference: 2 youth attended in Madison, Wisconsin. Selection is 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. 2 teens were selected to attend National Agri-Science Conference, 1 was selected to attend National 4-H Conference, and 1 was selected to attend the 4-H Healthy Living Conference
- State Teen Conference: 25 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, 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.



County of Cheshire

12 Court Street, Keene, NH 03431

Website: www.co.cheshire.nh.us

Grants Department Annual Report 2017

The County had a successful year in grants. The department managed 39 grant agreements with an award value of \$10,341,422—including \$1,817,612 in new grant awards—that produced \$2,669,944 in revenue (up \$204,295 from last year) including \$115,604 in administrative fees (up \$37,250). This was accomplished with only \$109,176 in department expenditures. The return on investment on administrative fees is 6% and on grant revenue is 2,346%.

During 2017, the grants department wrote 24 grants from the County to various funders; ten of which were awarded by year-end, eight were denied, and six still pending. Renewal applications included the Department of Transportation Purchase of Service, Highway Safety overtime patrols, Public Health Network, and Victims of Crime Act. New project applications include a request for travel funds for the System of Care from New Hampshire Charitable Foundation and a request for stipends for recovery coaches from the Dobles Foundation.

On an on-going basis, NH Department of Justice awards the County Attorney's Office a Victims of Crime Act grant for a victim/witness coordinator and a Violence Against Women Act grant for a domestic violence prosecutor. NH Highway Safety awards the Sheriff's Office a Sustain Traffic Enforcement Patrol grant for deputies' overtime to conduct traffic enforcement. The Department of Justice awards a Justice Assistance Grant to the Sheriff's Office for telecommunication and a bulletproof vests grant. NH Community Development Finance Authority awards the County a CDBG grant to provide training and technical assistance services to microenterprise business development programs.

Among the newest additions to the grants portfolio is a \$292,227 state grant from Superior Court of New Hampshire Drug Offender Program for the Cheshire County Drug Court. Previously funded by two federal grants, the drug court now receives state funds for a program coordinator, case manager, and a clinician, their training and travel, and participant treatment, testing, and services, to benefit an average of 23 participants. The program helps to turn the life around of a participant, which creates immeasurable positive impact on their children and family members, and increases public safety while decreasing public burden on assistance programs.

The System of Care Implementation grant launched in 2017 by hiring three wraparound care coordinators and executing several subcontracts for marketing, evaluation, peer support, youth representation, a website, and local training programs. The Substance Abuse and Mental Health Administration (SAMHSA) awarded the County a \$4 million, 4-year grant 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. NHCF supported this project with a \$7,000 award to send five System of Care team members to the National Wraparound Implementation Academy.

The County fiscally sponsored about 10 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 through their Center for Population Health

Area Code 603

♦ **County Commissioners** 352-8215/Fax 355-3026 ♦ **Registry of Deeds** 352-0403/Fax 352-7678 ♦ **Finance Department** 355-0154/Fax 355-3000 - 12 Court Street, Keene, NH 03431 ♦ **County Sheriff** 352-4238/Fax 355-3020 ♦ **County Attorney** 352-0056/Fax 355-3012 - 12 Court Street, Keene, NH 03431 ♦ **Alternative Sentencing/Mental Health Court** 355-0160/Fax 355-0159 - 265 Washington St. Keene N.H. ♦ **Department of Corrections** 825 Marlboro Street, Keene, 03431 - 903-1600/Fax 352-4044 ♦ **Maplewood Nursing Home & Assisted Living** 399-4912/Fax 399-7005 - TTY Access 1-800-735-2964 ♦ **Facilities** 399-7300/Fax 399-7357 ♦ **Human Resources** 399-7317/399-7378/Fax 399-4429 - 201 River Rd, Westmoreland, NH 03467 ♦ **Grants Department** 355-3023/Fax 355-3000 - 12 Court Street, Keene, NH 03431



County of Cheshire

12 Court Street, Keene, NH 03431

Website: www.co.cheshire.nh.us

department. The total value of the awards is about \$718,000 and year-end grant revenue of about \$280,000. The County fiscally sponsored a Department of Transportation grant of \$207,848 and revenue of \$115,433 for the Monadnock Regional Coordinating Council for Community Transportation. The County sponsored a total of five Community Development Block Grants during 2017 with an award value of \$2.1 million and year-end revenue of \$1.2 million.

The grants department provides assurance of good stewardship over grant funds as it has high quality management systems that meet grant standards and have produced an excellent history of grant performance and compliance. Toward that end, the grants department recurrently reviews and updates policies and procedures. In 2017, the Indirect Cost Rate Policy was updated, a Cost Allocation Plan created, and the subcontractor agreement template was revised.

As well as writing and managing grants for the County and for community organizations, the grants manager serves as a community resource to assist area non-profits in finding and writing grants and she continually forwards funding opportunities to agencies looking to finance operations or specific projects. In 2017, the County collaborated with Keene State College and the Monadnock Humane Society to teach grant writing to two college interns, each of whom submitted a grant they wrote.

<u>As of Dec 31, 2017</u>	<u>Award 2017</u>	<u>Revenue 2017</u>	<u>QTY 2017</u>	<u>2017 - %</u>
Total Grants:	\$ 10,341,422	\$ 2,669,944	39	100%
Grants with Allowable Admin:	\$ 634,090	\$ 115,604	33	85%
County Grants:	\$ 6,474,431	\$ 981,357	20	51%
Fiscal Agent / Non-county:	\$ 3,866,991	\$ 1,688,588	19	49%
Federal Grants:	\$ 5,456,743	\$ 868,199	8	53%
Federal Pass Thru NH:	\$ 4,365,185	\$ 1,687,932	24	42%
State of NH:	\$ 410,227	\$ 90,439	3	4%
Private:	\$ 109,267	\$ 23,373	4	1%
Active:	\$ 7,088,615	\$ 1,844,088	22	69%
Closed this year:	\$ 3,238,322	\$ 821,673	16	31%
New this year:	\$ 1,817,612	\$ 441,677	12	18%

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 community services as a fiscal sponsor to area organizations. The grants manager, who is a Grant Professional Certified (GPC) from the Grant Professionals Association, writes and/or coordinates the application process of new grants. With the help of a grants assistant, the department oversees the fiscal and contractual obligations of all county grants.

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

Area Code 603

Cheshire County Conservation District – 2017 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, Vice Chair - Roxbury

Bill Fosher - Westmoreland

Richard Mellor, NHACD Representative - Rindge

Andy Pressman, Chair - Jaffrey

John Treat, Treasurer - Keene

Associate Supervisors

Chris Bowen, Secretary - Swanzey

Tom Beaudry - Walpole

Holly and Chris Gowdy - Walpole

Tracie Loock - Fitzwilliam

Michael Nerrie - Walpole

Sara Powell - Gilsum

Peter Renzelman - Alstead

John Snowdon - Westmoreland

Pete Throop, SCC Representative - Keene

CCCD Staff

Lola Bobrowski, Outreach 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.

2017 Highlights

The CCCD reached out to over 2,800 individuals in 2017 with outreach and 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— Cover Crops, No Till Farming, Equipment Demonstrations, Forest Management, Skidder Bridge Building and Irrigation Water Management. 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. We provided talks as well as educational displays at community events throughout the year. We 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 Education and Equipment Rentals

In 2017 the Conservation District further developed its Soil Health Education and Equipment Rental program to help producers meet their soil health goals. The following implements are now available: no-till seeder, single shank sub-soiler, penetrometer, roller-crimper, aerator, and wood ash/lime spreader.

We worked with UNH Cooperative Extension and USDA NRCS to offer workshops, demonstrations, and host our annual Equipment Field Day.

In partnership with Keene State College and with funding from NH Humanities we launched an educational series focused on the Natural & Cultural History of Soil. This culminated in a visit by MacArthur Fellow, author, and professor Dr. David Montgomery.

Improving Water Quality Through Skidder Bridge Rentals, River Clean ups, and Farm Partnerships

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. Windyhurst 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 15th and 16th a large group of enthusiastic volunteers pitched in to help clean up the Ashuelot River in Keene, Marlow, and Swanzey and Beaver Brook in Keene as part of the Connecticut River Conservancy's "Source to Sea Cleanup". 79 volunteers pulled over 2,960 lbs. of trash and 3 shopping carts from the two water bodies! This event is made possible with the partnership of the City of Keene, Keene State College, Ashuelot River Local Advisory Committee, Moosewood Ecological, Harris Center for Conservation Education, Granite State Rural Water Association, and Keene Young Professionals. We would also like to thank the Mountain Corporation of Keene for their generous donation of t-shirts for volunteers.

Cheshire County Skidder Bridge Initiative

In 2017 the conservation district continues to rent three skidder bridges to land owners and managers that are interested in making stream crossings while preserving water quality during timber harvests. 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 2017 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 is addressing this problem through the establishment of twenty pollinator habitat installations. As a secondary goal the CCCD has also taken 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. In 2017 this included a June pollinator tour of habitat establishment sites. 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.

Farm Viability - Initiatives to Increase Local Food Production and Expand Markets

Launch of Monadnock Food Coop Farm Fund

The Monadnock Food Co-op Farm Fund's mission is to support local farmers in increasing sustainable food production and wholesale sales to contribute to a thriving local farm economy. This is a new grant opportunity for local farmers through a partnership with the Monadnock Food Co-op. Launched in 2017, three grant awards were made during the first year to Archway Farm, Flying Cloud Dairy, and

Manning Hill Farm to expand their cold storage and improve their on-farm infrastructure. This will be an annual grant opportunity for farms in the region.

NH Harvest of the Month

In 2017 CCCD and partners launched a Harvest of the Month program in NH.

The goal of the program 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 2017 we strengthened our Cheshire County network of farms and farmers markets to double supplemental nutrition assistance program (SNAP/food stamps) benefits with Granite State Market Match. Hillside Springs Farm, the Winchester Farmers' Market, and the TEAM Jaffrey Farmers Market joined Picadilly Farm, the Farmers' Market of Keene, and the Keene Housing Buying Clubs 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. Funding is made available through the USDA, HNH 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. 2017 was our fourth full year of sales and have over 30 farms and food producers participating as well 40 registered buyers. We are excited to share that Food Connects, our management partner in Monadnock Menus and a 501c3 based in Brattleboro VT, has taken over ownership of Monadnock Menus in the final quarter of 2017. This transition will allow Monadnock Menus to grow and develop into an even stronger distribution service for our region's farmers. Funding is provided by the NH Charitable Foundation and Cheshire Medical Center's Healthy Monadnock Initiative. An additional development in 2017 was that the CCCD has been able to invest over \$15,000 in equipment for farmers and their local institutional buyers to enable them to become more efficient and increase the overall sales of fresh fruits and vegetables through Monadnock Menus. Funding through NHDAMF SCBG.

Cheshire County Complex – Maplewood Garden

In 2017 the County of Cheshire continued their partnership with Antioch University New England's Community Garden Connections (CGC) program to garden at the Cheshire County Farm in Westmoreland NH. The produce they harvested (over 3,000 lbs.) was donated to the Community Kitchen in Keene. This partnership will continue to expand into 2018 along with educational opportunities at the site.

Monadnock Localvores

In 2017 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

Erosion Control Field Day - Partnered with other conservation districts and EJ Prescott on a training for

professionals working in soils, erosion control, water quality, public works, engineering, roads, planning, and consulting.

Conservation Commission Potluck - Partnered with the NH Association of Conservation Commissions to offer this networking and information sharing event at Stonewall Farm. Colin Lawson of Trout Unlimited spoke on aquatic organism passage and replacing undersized culverts.

Organizational Membership

- Antioch Community Garden Connections - Advisory Committee
- 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
- New Hampshire Food Alliance - Land Resources Action Team
- New Hampshire Nutrition Incentive Network - Regional Lead
- Southwest Region Planning Commission - Natural Resources Advisory Committee

Planning and Communications

The CCCD adopted a five year Strategic Plan in 2017 setting the organization up with refined priorities and measurable outcomes. We are also delighted to share that we have launched a new website with greater functionality and more resources to share with the community.

Fundraising

The CCCD Board of Supervisors conducted an annual appeal and offered three fundraisers during 2017 to provide additional funds for CCCD programs.

- Conservation Plant Sale - Bulb Sale - Bulk Seed 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.

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.

**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 stylized "S".

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 Fosher 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 initial "T" and "S".

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 written in a cursive, flowing style with a large, sweeping initial "T".

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.

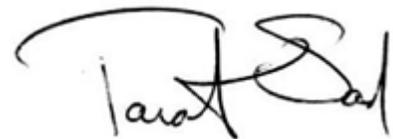
At the conclusion of discussion Representative Hunt moved to accept budget as amended and was seconded by Rep. Eaton. Upon vote the motion passed unanimously with 12 Yea's.

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 cursive.

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 a cursive "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 stylized with a large, sweeping initial "T" and a cursive "Sad".

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.

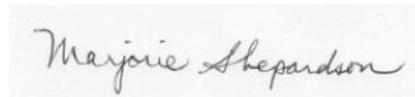
Update on Maplewood

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

2017 Donations Received Old Courthouse Rehabilitation Project

Donations Received From:	Amt. Received 2017:
Abbot, Michael	\$100.00
Anderson, Earl & Williams, Gareth	\$100.00
Anderson, Earl & Williams, Gareth	\$625.00
Berch, Paul	\$100.00
Bergeron, Roland & Carrie	\$500.00
Bouchard, Rodney & Cynthia	\$300.00
Cartwright, Joseph	\$334.00
Cohen, Dr. Arthur	\$100.00
Davis, Peter	\$100.00
Englund, Dr. & Mrs. Robert	\$250.00
Faulkner Family Fund	\$1,000.00
Foundation for the Preservation of Historic Keene	\$8,950.00
Frazier & Son's Furniture	\$1,000.00
Fuller, Michelle & Mike	\$300.00
Galloway, Marcia	\$30.00
Graves, Peter	\$333.00
Greenwald, Mitchell & Erika	\$75.00
Hadcock, Audrey	\$100.00
Hansen, Inga	\$100.00
Hansen, Roger & Nancy	\$300.00
Harper, John & Jeanne	\$100.00
Harvey, Cathryn	\$100.00
Hunt, John & Lynda	\$1,000.00
Jacobs, Carl & Ruth	\$1,000.00
Joyce, Constance	\$50.00
Kapiloff, Michael & Tricia	\$50.00
Kelly, Molly	\$25.00
Kimball, Jr., Mr. & Mrs.	
Walker Kimball	\$215.00
Crawford, Emeline	\$300.00

Donations Received From:	Amt. Received 2017:
Kimball Frank, Joslyn	\$255.00
Kimball, Katheryn & Family	\$215.00
Kimball, William	\$215.00
Kindopp, Kathryn, Damon & Family	\$300.00
Kossakoski, Harry	\$5,000.00
Lipsky, Aaron	\$250.00
Mitchell, Robert	\$300.00
New Hampshire Charitable Foundation	\$50,000.00
Newcombe, James	\$100.00
Pitts, Leslie & Jane	\$1,000.00
Radich, Erika & Fleischer, Len	\$50.00
Robertson, James & Gail	\$1,000.00
Rogers, Stillman & Barbara	\$1,000.00
Saks, Dorothy	\$250.00
Sarson, Eileen	\$250.00
Shepardson, Margorie	\$100.00
Stockwell, Craig & Mustin, Sarah Jane	\$200.00
Talbot, Judge Richard	\$100.00
Taylor, Jane	\$500.00
The Kingsbury Fund	\$5,000.00
Therrien, Robert & Lianne	\$500.00
Walpole Senior Citizens	\$25.00
Weber, Lucy	\$100.00
Weed, Charles	\$333.00
Weeks, Christine	\$100.00
Zerba, Roger & Louise	\$200.00
Total Donations 2017	<u>\$84,880.00</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
Financial Statements
With Schedule of Expenditures of Federal Awards
December 31, 2017
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, 2017

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**COUNTY OF CHESHIRE, NEW HAMPSHIRE
FINANCIAL STATEMENTS
December 31, 2017**

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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, 2017, 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, 2017, 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* 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 18, 2018 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 Ouley & Company PC

Manchester, New Hampshire
April 18, 2018

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, 2017. 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 2017 are as follows:

- The County's net position for year-end was \$6,726,244 a decrease of \$1,715,487 which represents a 20.32% decrease over 2016 from \$8,441,731. The major impact for the decrease is due to the net pension liability of approximately \$900,000 as well as a decrease in the County's self-insurance fund due to an unfortunate year of high claims.
- At the end of the current year, the County's governmental funds reported a combined ending fund balance of \$43,172,482 an increase of \$33,932,798 from the prior year balance of \$9,239,684. The major increase (\$33,707,659) is due to the receipt of bond proceeds for the renovation of Maplewood Nursing Home. Of this amount, \$6,108,734 is available for spending (unassigned).
- At the end of the current year, unassigned fund balance for the General Fund was \$6,108,734, which represents a 1.094% increase from the prior year balance of \$6,042,626.

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

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

consideration all of the current year's revenues and expenses, regardless of when the cash is received or paid.

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 2017, the County has determined the General Fund and Maplewood Capital Projects Fund to be major governmental funds.

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

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

General Fund and the Maplewood Capital Projects 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.

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, 2017 compared with 2016.

County assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$6,726,244 as of December 31, 2017. This is a decrease in net position, of \$1,715,487 from 2016.

Cheshire County, New Hampshire Net Position
As of December 31, 2017 and December 31, 2016

	Governmental Activities	
	2017	2016
Current and Other Assets	\$ 47,920,983	\$ 14,537,156
Direct Financing Lease A/R	427,570	582,400
Note Receivable	750,000	750,000
Capital Assets, Net	38,471,425	39,166,398
Total Assets	\$ 87,569,978	\$ 55,035,954
Deferred Outflows of Resources		
Loss on debt refunding	983,134	1,159,742
Attributed to Net Pension Liab	3,754,413	6,356,949
Total Deferred Outflows	\$ 4,737,547	\$ 7,516,691
Current Liabilities	7,853,044	5,718,001
Non current Liabilities	76,950,435	47,843,702
Total Liabilities	\$ 84,803,479	\$ 53,561,703

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

Cheshire County, New Hampshire Net Position
As of December 31, 2017 and December 31, 2016

	Governmental Activities	
	2017	2016
Deferred Inflows of Resources		
Unearned Revenue	\$ 62,400	\$ 93,275
Attributed to Net Pension Liab	<u>715,402</u>	<u>455,936</u>
Total Deferred Inflows	<u>\$ 777,802</u>	<u>\$ 549,211</u>
Net Position		
Net Investment in Capital Assets	17,448,216	16,912,693
Restricted	281,625	237,041
Unrestricted (deficit)	<u>(11,003,597)</u>	<u>(8,708,003)</u>
Total Net Position	<u>\$ 6,726,244</u>	<u>\$ 8,441,731</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 (\$17,448,216) 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 (\$281,625) 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, grants and restricted donations.

The remaining portion (-\$11,003,597) resulted in an decrease of \$2,295,594 over 2016 of (-\$8,708,003).

The next statement provided shows the changes in the net position for 2016 and 2017.

Cheshire County, Changes in Net Position

	Governmental Activities	
	2017	2016
Revenues:		
Program Revenues		
Charges for Services	\$ 13,238,848	\$ 13,376,019
Operating Grants and Contributions	6,604,216	5,849,601
Capital Grants and Contributions	<u>0</u>	<u>412,890</u>
Total Program Revenues	<u>19,843,064</u>	<u>19,638,510</u>
General Revenues		
Property Taxes	24,281,016	23,898,375
Interest and Investment	103,456	18,171
Other	<u>289,803</u>	<u>251,466</u>
Total General Revenue	<u>24,674,275</u>	<u>24,168,012</u>
Total Revenues	<u>44,517,339</u>	<u>43,806,522</u>

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

Expenses:		
General Government	5,672,417	5,429,912
Public Safety	10,302,042	9,805,573
Human Services	10,492,761	9,962,429
Conservation	69,379	61,846
Economic Development	724,585	403,492
Interest and fiscal charges	989,373	797,733
Cheshire County Nursing Home	<u>17,982,269</u>	<u>16,963,449</u>
Total Expenses	<u>46,232,826</u>	<u>43,424,434</u>
Increase (Decrease) in Net Position	<u>\$ (1,715,487)</u>	<u>\$ 382,088</u>
Net position – beginning	<u>\$ 8,441,731</u>	<u>\$ 8,059,643</u>
Net position – ending	<u>\$ 6,726,244</u>	<u>\$ 8,441,731</u>

Governmental Activities

Charges to users of governmental services made up \$13,238,848 or 29.74% 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 2017, this totaled \$6,604,216 or 14.84% 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 and MQIP receipts to support Maplewood Nursing Home.

Property tax revenues are the County's largest revenue, accounting for \$24,281,016 or 54.54% 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 2017 County Taxes attributable to the State pass through for these Medicaid State Programs was \$7,389,899 or 30.43% 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, 2017, approximately 80% of the nursing home census consisted of residents needing Medicaid assistance in order to pay for their care. Based on the 2017 Medicaid cost report for Maplewood, the per diem rate was calculated to be \$363.92, however, the actual paid per diem as of December 31, 2017 was \$171.42 or \$192.50 per day short of 2017 costs. The supplemental payment provided an additional reimbursement averaging \$52.09 with the Proportionate Share Funds providing additional reimbursement of \$50.04 per day. These additional payments still leave the allowable per diem rate short by approximately \$90.37 per day.

As of January 1, 2018, the Medicaid rate for Maplewood Nursing Home County decreased slightly by \$.17 per day to a daily rate of \$171.25.

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, 2017 and December 31, 2016**

	Total Cost of Services		Net Cost of Services	
	2017	2016	2017	2016
General Government	\$ 5,672,417	\$ 5,429,912	4,757,368	4,582,497
Public Safety	10,302,042	9,805,573	8,093,897	6,686,692
Human Services	10,492,761	9,962,429	7,948,688	7,783,840
Conservation	69,379	61,846	69,379	61,846
Economic Development	724,585	403,492	0	0
Nursing Home	17,982,269	16,963,449	4,531,057	3,873,316
Interest Expense	<u>989,373</u>	<u>797,733</u>	<u>989,373</u>	<u>797,733</u>
Total Expenses	<u>\$ 46,232,826</u>	<u>\$ 43,424,434</u>	<u>\$ 26,389,762</u>	<u>\$ 23,785,924</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.

As of December 31, 2017, the County's governmental funds reported a combined ending fund balance of \$43,172,482, an increase of \$33,932,798 in comparison with the prior year. The majority of the increase (\$33,707,659) is due to the 2017 bond for the renovation/expansion of Maplewood Nursing Home. Approximately 14.12% of this total, \$6,108,734, represents unassigned fund balance, an increase of \$66,108 over 2016 or 13.55% of the County's annual budget.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

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 20, 2017, the County Convention adopted the 2017 budget. As adopted, the bottom line was up 3.33%, \$1,462,249 for a total budget of \$45,366,304 with taxes to be raised up by 1.60%, \$382,641 over 2016 for total taxes to be raised of \$24,281,016.

On August 14, 2017 a budget amendment was brought before the County Delegation amending the budget for the receipt of non-budgeted ProShare funds of \$1,085,503. This amended the bottom line budget by authorizing to spend \$391,180 on additional capital projects, \$200,000 set aside in Capital Reserves to offset bonding costs for Maplewood Nursing Home and \$494,323 set aside in fund balance to offset taxes to be raised in 2018.

As a result of the supplemental budget, the total budget increased to \$45,957,484. This amendment did not have an impact on the original amount of taxes to be raised.

At the end of 2017 intergovernmental revenues came in under projections by \$1,192,974. The intergovernmental revenues were grants that were not received in 2017. As a result corresponding expenses in areas such as Human Services and Capital Outlay came under as well.

As for Nursing Home revenues, a census of 134 was budgeted for 2017 with an average census achieved of 129.

Furthermore the expenses for the nursing home came in under by \$825,000 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.

Capital Assets and Debt Administration

Capital Assets—The County's investment in capital assets for governmental activities as of December 31, 2017, was \$38,471,425 (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 2017 include approximately \$138,000 on equipment for Maplewood Nursing Home, \$31,000 to purchase vehicles for the Sheriff's Department and \$16,000 for audio visual equipment at County Hall. Furthermore with the beginning of the renovation and expansion of Maplewood Nursing Home, construction in progress for this project totaled \$1,211,957.

**CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS**

Note 5 – Detailed Notes of Capital Assets provides additional information about capital asset activity during 2017.

Long-Term Debt—At December 31, 2017, the County had total general obligation bonded debt and notes payable outstanding of \$49,585,000. Of this amount, \$520,000 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 \$100,000 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 \$17,425,000 and the Geothermal Heating and Cooling System Bond for the County Correctional Facility had an outstanding balance at year-end of \$500,000. In 2017 the County bonded for the Expansion and Renovation of Maplewood Nursing Home. The overall bond amount was \$34,812,355 with a premium received in the amount of \$3,772,355. Over the 20 years, the county outstanding debt repayments for this bond will be \$31,040,000. The first principal payment will be in October, 2018.

The County's long term bonded debt decreased by debt payments of \$2,105,000 during 2017 with an overall increase of \$31,040,000 with the addition of the Nursing Home Bond.

The current outstanding debt for Cheshire County is as follows:

**Cheshire County, Outstanding Debt
December 31, 2017**

	Governmental Activities	Years Remaining
Jail Expansion Study	\$ 100,000	4
Jaffrey District Court House	520,000	4
Jail Construction	17,425,000	10
Jail Geothermal System	500,000	7
Maplewood Nursing Home	<u>31,040,000</u>	20
Total Outstanding	\$ 49,585,000	

Debt Ratios FY2017

	\$49,585,000	\$49,065,000
	Overall Debt	Net Debt
Per Capita (77,117 – 2010)	\$642.98	\$636.24
Ratio to Net Assessed Val(\$6,833,068,143)	0.73%	0.72%
Ratio to Modified Assessed Valuation (\$6,862,537,589)	0.72%	0.71%

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.

On October 3, 2017, Moody's assigned a Aa2 rating for the Nursing Home new bond issue.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

Economic Factors

- The Cheshire County unemployment rate for December 2017 was 2.2%, which compares favorably to the State's rate of 2.6 % (seasonally adjusted), the New England rate of 3.7% and the national rate of 3.9 %.
- Most recent equalized assessed valuations of property used for appropriating Cheshire County's 2017 taxes were \$6,891,114,008. This is an increase over the prior year assessed valuations of 1.43% or \$96,943,842
- There were no outstanding tax payments due from any Cheshire County Town as of December 31, 2017. Below is a list of the 2017 Tax Apportionments to the Towns and the City of Keene.

	2017 Apportionment
Alstead	\$ 577,937
Chesterfield	1,809,905
Dublin	732,184
Fitzwilliam	874,588
Gilsum	216,296
Harrisville	677,639
Hinsdale	1,176,739
Jaffrey	1,537,904
Keene	6,357,101
Marlborough	620,526
Marlow	224,135
Nelson	412,728
Richmond	344,822
Rindge	1,948,097
Roxbury	89,109
Stoddard	881,526
Sullivan	185,211
Surry	286,955
Swanzey	2,003,626
Troy	427,451
Walpole	1,483,424
Westmoreland	598,358
Winchester	<u>814,755</u>
Total	\$24,281,016

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, 2017

	Governmental Activities
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 13,373,562
Investments	32,304,066
Accounts receivable, net	963,580
Due from other governments	919,595
Prepaid expenses	127,833
Current portion of direct financing lease receivable	154,830
Total Current Assets	<u>47,843,466</u>
Noncurrent Assets:	
Restricted cash	77,517
Direct financing lease receivable	427,570
Note receivable	750,000
Capital assets:	
Non-depreciable capital assets	2,375,567
Depreciable capital assets, net	36,095,858
Total Noncurrent Assets	<u>39,726,512</u>
Total Assets	<u>87,569,978</u>
DEFERRED OUTFLOWS OF RESOURCES	
Loss on debt refunding	983,134
Deferred outflows of resources attributable to net pension liability	3,754,413
Total Deferred Outflows of Resources	<u>4,737,547</u>
LIABILITIES	
Current Liabilities:	
Accounts payable	1,545,041
Accrued expenses	1,746,635
Due to other governments	849,960
Advances from grantors	38,548
Unearned revenue	87,860
Current portion of bonds payable	3,585,000
Total Current Liabilities	<u>7,853,044</u>
Noncurrent Liabilities:	
Bonds payable	51,665,868
Other post-employment benefits obligation	807,634
Net pension liability	24,476,933
Total Noncurrent Liabilities	<u>76,950,435</u>
Total Liabilities	<u>84,803,479</u>
DEFERRED INFLOWS OF RESOURCES	
Unearned direct financing lease revenue	62,400
Deferred inflows of resources attributable to net pension liability	715,402
Total Deferred Inflows of Resources	<u>777,802</u>
NET POSITION	
Net investment in capital assets	17,448,216
Restricted	281,625
Unrestricted (deficit)	<u>(11,003,597)</u>
Total Net Position	<u>\$ 6,726,244</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, 2017

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>Governmental Activities</u>
Governmental Activities:				
General government	\$ 5,672,417	\$ 591,801	\$ 323,248	\$ (4,757,368)
Public safety	10,302,042	1,910,716	297,429	(8,093,897)
Human services	10,492,761	729,636	1,814,437	(7,948,688)
Conservation	69,379			(69,379)
Economic development	724,585		724,585	-
Nursing home	17,982,269	10,006,695	3,444,517	(4,531,057)
Interest and fiscal charges	989,373			(989,373)
Total governmental activities	<u>\$ 46,232,826</u>	<u>\$ 13,238,848</u>	<u>\$ 6,604,216</u>	<u>(26,389,762)</u>
		General revenues:		
		Property taxes		24,281,016
		Interest and investment earnings		103,456
		Miscellaneous		289,803
		Total general revenues		<u>24,674,275</u>
		Change in net position		(1,715,487)
		Net position - beginning		<u>8,441,731</u>
		Net position - ending		<u>\$ 6,726,244</u>

See accompanying notes to the basic financial statements

EXHIBIT C
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Balance Sheet
Governmental Funds
December 31, 2017

	General <u>Fund</u>	Maplewood Capital Projects <u>Fund</u>	Nonmajor Governmental <u>Funds</u>	Total Governmental <u>Funds</u>
ASSETS				
Cash and cash equivalents	\$ 9,602,276	\$ 2,691,572	\$ 189,792	\$ 12,483,640
Investments	61,138	32,033,553	209,375	32,304,066
Accounts receivable, net	957,872		5,708	963,580
Due from other governments	912,796		6,799	919,595
Due from other funds	664,589			664,589
Prepaid expenses	127,833			127,833
Total Assets	<u>12,326,504</u>	<u>34,725,125</u>	<u>411,674</u>	<u>47,463,303</u>
DEFERRED OUTFLOWS OF RESOURCES				
Total Deferred Outflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total Assets and Deferred Outflows of Resources	<u><u>\$ 12,326,504</u></u>	<u><u>\$ 34,725,125</u></u>	<u><u>\$ 411,674</u></u>	<u><u>\$ 47,463,303</u></u>
LIABILITIES				
Accounts payable	\$ 945,522	\$ 364,058	\$ 6,799	\$ 1,316,379
Accrued expenses	1,323,426			1,323,426
Due to other governments	849,960			849,960
Advances from grantors			38,548	38,548
Unearned revenue	87,860			87,860
Due to other funds	10,059	653,408	11,181	674,648
Total Liabilities	<u>3,216,827</u>	<u>1,017,466</u>	<u>56,528</u>	<u>4,290,821</u>
DEFERRED INFLOWS OF RESOURCES				
Total Deferred Inflows of Resources	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
FUND BALANCES				
Nonspendable	127,833			127,833
Restricted	67,842	33,707,659	213,783	33,989,284
Committed	507,388			507,388
Assigned	2,297,880		141,363	2,439,243
Unassigned	6,108,734			6,108,734
Total Fund Balances	<u>9,109,677</u>	<u>33,707,659</u>	<u>355,146</u>	<u>43,172,482</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u><u>\$ 12,326,504</u></u>	<u><u>\$ 34,725,125</u></u>	<u><u>\$ 411,674</u></u>	<u><u>\$ 47,463,303</u></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, 2017

Total Fund Balances - Governmental Funds (Exhibit C)	\$ 43,172,482
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.	38,471,425
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	582,400
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.	983,134
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.	748,836
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	3,754,413
Deferred inflows of resources attributable to net pension liability	(715,402)
Unearned revenue related to long-term receivable	(62,400)
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:	
Bonds payable	(55,250,868)
Accrued interest on long-term obligations	(423,209)
Other post-employment benefits obligation	(807,634)
Net pension liability	<u>(24,476,933)</u>
Net Position of Governmental Activities (Exhibit A)	<u>\$ 6,726,244</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, 2017

	General Fund	Maplewood Capital Projects Fund	Nonmajor Governmental Funds	Total Governmental Funds
Revenues:				
Taxes	\$ 24,281,016			\$ 24,281,016
Intergovernmental	5,376,364		\$ 1,227,852	6,604,216
Charges for services	13,067,350		73,979	13,141,329
Interest and investment income	54,391	\$ 43,758	1,870	100,019
Miscellaneous	419,803		97,519	517,322
Total Revenues	<u>43,198,924</u>	<u>43,758</u>	<u>1,401,220</u>	<u>44,643,902</u>
Expenditures:				
Current operations:				
General government	5,287,044		13,319	5,300,363
Public safety	7,883,191		30,730	7,913,921
Human services	9,816,490		479,642	10,296,132
Conservation	58,852			58,852
Economic development			724,585	724,585
Nursing home	16,307,417			16,307,417
Capital outlay	431,585	1,191,797	18,303	1,641,685
Debt service:				
Principal retirement	2,105,000			2,105,000
Interest and fiscal charges	968,847			968,847
Bond issuance costs		206,657		206,657
Total Expenditures	<u>42,858,426</u>	<u>1,398,454</u>	<u>1,266,579</u>	<u>45,523,459</u>
Excess revenues over (under) expenditures	<u>340,498</u>	<u>(1,354,696)</u>	<u>134,641</u>	<u>(879,557)</u>
Other financing sources (uses):				
Proceeds of long-term obligations		31,040,000		31,040,000
Premium on bond proceeds		3,772,355		3,772,355
Transfers in	81,396	250,000		331,396
Transfers out	(250,000)		(81,396)	(331,396)
Total other financing sources (uses)	<u>(168,604)</u>	<u>35,062,355</u>	<u>(81,396)</u>	<u>34,812,355</u>
Net change in fund balances	171,894	33,707,659	53,245	33,932,798
Fund balances at beginning of year	<u>8,937,783</u>		<u>301,901</u>	<u>9,239,684</u>
Fund balances at end of year	<u>\$ 9,109,677</u>	<u>\$ 33,707,659</u>	<u>\$ 355,146</u>	<u>\$ 43,172,482</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, 2017

Net Change in Fund Balances - Governmental Funds (Exhibit D)	\$ 33,932,798
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.	(671,048)
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.	(23,925)
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	360,192
Amortization of loss on debt refunding	(176,608)
Repayment of principal on bonds payable is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position.	2,105,000
Proceeds from long-term debt are other financing sources in the governmental funds, but debt issuances increase long-term liabilities in the statement of net position.	(34,812,355)
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.	(993,859)
In the statement of activities, interest is accrued on outstanding bonds payable, whereas in governmental funds, an interest expenditure is reported when due.	(204,110)
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 does not require the use of current financial resources. This is the amount by which pension expense exceeded pension contributions in the current period.	(903,655)
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>(197,917)</u>
Change in Net Position of Governmental Activities (Exhibit B)	<u>\$ (1,715,487)</u>

See accompanying notes to the basic financial statements

EXHIBIT E
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Net Position
Proprietary Funds
December 31, 2017

	Internal Service Fund
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 889,922
Due from other funds	<u>10,059</u>
Total Current Assets	<u>899,981</u>
Noncurrent Assets:	
Restricted cash	<u>77,517</u>
Total Noncurrent Assets	<u>77,517</u>
Total Assets	<u>977,498</u>
DEFERRED OUTFLOWS OF RESOURCES	
Total Deferred Outflows of Resources	<u>-</u>
LIABILITIES	
Current Liabilities:	
Accounts payable	<u>228,662</u>
Total Current Liabilities	<u>228,662</u>
DEFERRED INFLOWS OF RESOURCES	
Total Deferred Inflows of Resources	<u>-</u>
NET POSITION	
Unrestricted	<u>748,836</u>
Total Net Position	<u>\$ 748,836</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, 2017

	Internal Service Fund
Operating revenues:	
Charges for services	\$ 3,705,246
Total operating revenues	<u>3,705,246</u>
Operating expenses:	
Administrative	<u>4,702,542</u>
Total operating expenses	<u>4,702,542</u>
Operating loss	<u>(997,296)</u>
Non-operating revenues:	
Interest revenue	<u>3,437</u>
Net non-operating revenues	<u>3,437</u>
Change in net position	(993,859)
Total net position at beginning of year	<u>1,742,695</u>
Total net position at end of year	<u>\$ 748,836</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, 2017

	Internal Service Fund
Cash flows from operating activities:	
Cash received for interfund services provided	\$ 3,705,246
Cash paid to suppliers	<u>(4,619,625)</u>
Net cash used for operating activities	<u>(914,379)</u>
Cash flows from investing activities:	
Investment income	<u>3,437</u>
Net cash provided by investing activities	<u>3,437</u>
Net decrease in cash and cash equivalents	(910,942)
Cash and cash equivalents at beginning of year	<u>1,888,440</u>
Cash and cash equivalents at end of year	<u><u>\$ 977,498</u></u>
Reconciliation of operating loss to net cash used for operating activities:	
Operating loss	\$ (997,296)
Changes in assets and liabilities:	
Accounts payable	<u>82,917</u>
Net cash used for operating activities	<u><u>\$ (914,379)</u></u>
Cash and cash equivalents at end of year consist of the following:	
Cash and cash equivalents	\$ 889,922
Due from other funds	10,059
Restricted cash	<u>77,517</u>
	<u><u>\$ 977,498</u></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, 2017

	Agency Funds
ASSETS	
Cash and cash equivalents	\$ 618,905
Accounts receivable	<u>43</u>
Total Assets	<u>\$ 618,948</u>
LIABILITIES	
Accounts payable	\$ 199,235
Due to others	85,026
Due to other governments	<u>334,687</u>
Total Liabilities	<u>\$ 618,948</u>

See accompanying notes to the basic financial statements

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS
December 31, 2017

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, 2017

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 are the County's major governmental funds:

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.

The *Maplewood Capital Projects Fund* is used to account for the reconstruction of the Maplewood Nursing Home facilities.

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 County has no enterprise funds. 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 for 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.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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.

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 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 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 11). Revenue from

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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.

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.

Grants and entitlements received before the eligibility requirements are met are recorded as advances from grantors. On governmental fund financial statements, receivables that will not be collected within the available period have been reported as deferred inflows of resources.

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 acquisition value as of the date received. The County maintains a capitalization threshold of \$5,000 for its governmental activities,

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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 process 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:

	<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 using the effective interest rate method.

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.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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.

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 OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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 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.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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, 2017 are classified in the accompanying financial statements as follows:

Statement of Net Position:	
Cash and cash equivalents	\$ 13,373,562
Investments	32,304,066
Restricted cash	77,517
Statement of Fiduciary Net Position:	
Cash and cash equivalents	618,905
	<u>\$ 46,374,050</u>

Deposits and investments at December 31, 2017 consist of the following:

Cash on hand	\$ 3,111
Deposits with financial institutions	46,100,427
Investments	270,512
	<u>\$ 46,374,050</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 AAAM.

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

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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, \$13,340,759 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 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—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>
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>\$ 520,000</u>	<u>\$ 62,400</u>	<u>\$ 582,400</u>

NOTE 4—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, 2017, 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

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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, 2017, the County does not intend to collect on this 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 5—CAPITAL ASSETS

The following is a summary of changes in capital assets in the governmental activities:

	Balance 1/1/2017	<u>Additions</u>	<u>Reductions</u>	Balance 12/31/2017
Capital assets not depreciated:				
Land	\$ 1,057,410			\$ 1,057,410
Construction in process	128,738	\$ 1,211,957	\$ (22,538)	1,318,157
Total capital assets not being depreciated	<u>1,186,148</u>	<u>1,211,957</u>	<u>(22,538)</u>	<u>2,375,567</u>
Other capital assets:				
Land improvements	806,296			806,296
Buildings and improvements	58,067,498	39,556		58,107,054
Water system	1,556,734			1,556,734
Wastewater system	942,311			942,311
Vehicles and equipment	6,223,649	238,065	(150,461)	6,311,253
Total other capital assets at historical cost	<u>67,596,488</u>	<u>277,621</u>	<u>(150,461)</u>	<u>67,723,648</u>
Less accumulated depreciation for:				
Land improvements	(544,385)	(20,969)		(565,354)
Buildings and improvements	(23,696,798)	(1,723,289)		(25,420,087)
Water system	(1,118,260)	(49,965)		(1,168,225)
Wastewater system	(521,458)	(35,557)		(557,015)
Vehicles and equipment	(3,735,337)	(308,308)	126,536	(3,917,109)
Total accumulated depreciation	<u>(29,616,238)</u>	<u>(2,138,088)</u>	<u>126,536</u>	<u>(31,627,790)</u>
Total other capital assets, net	<u>37,980,250</u>	<u>(1,860,467)</u>	<u>(23,925)</u>	<u>36,095,858</u>
Total capital assets, net	<u>\$ 39,166,398</u>	<u>\$ (648,510)</u>	<u>\$ (46,463)</u>	<u>\$ 38,471,425</u>

Depreciation expense was charged to governmental functions as follows:

General government	\$ 58,405
Public safety	1,540,084
Human services	108,615
Nursing home	430,984
Total	<u>\$ 2,138,088</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

NOTE 6—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, 2017 are as follows:

	Due from			Totals
	General Fund	Maplewood Capital Projects Fund	Nonmajor Governmental Funds	
Due to General Fund		\$ 653,408	\$ 11,181	\$ 664,589
Internal Service Fund	\$ 10,059			10,059
	<u>\$ 10,059</u>	<u>\$ 653,408</u>	<u>\$ 11,181</u>	<u>\$ 674,648</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 \$57,771 to acquire capital assets and \$23,625 in grant awards expended in the General Fund. Transfers during the year ended December 31, 2017 are as follows:

	Transfer from		Totals
	General Fund	Nonmajor Governmental Funds	
Transfer to General Fund		\$ 81,396	\$ 81,396
Maplewood Capital Projects Fund	\$ 250,000		250,000
	<u>\$ 250,000</u>	<u>\$ 81,396</u>	<u>\$ 331,396</u>

NOTE 7—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, 2017 are as follows:

Balance - January 1, 2017	\$ -
Additions	16,000,000
Reductions	(16,000,000)
Balance - December 31, 2017	<u>\$ -</u>

NOTE 8—LONG-TERM OBLIGATIONS

Changes in Long-Term Obligations

The changes in the County’s long-term obligations for the year ended December 31, 2017 are as follows:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

	Balance 1/1/2017	Additions	Reductions	Balance 12/31/2017	Due Within One Year
Bonds payable	\$ 20,650,000	\$ 31,040,000	\$ (2,105,000)	\$ 49,585,000	\$ 3,585,000
Unamortized bond premiums	2,253,705	3,772,355	(360,192)	5,665,868	
Total bonds payable	<u>\$ 22,903,705</u>	<u>\$ 34,812,355</u>	<u>\$ (2,465,192)</u>	<u>\$ 55,250,868</u>	<u>\$ 3,585,000</u>

Payments on the general obligation bonds of the governmental activities are paid out of the General Fund.

General Obligation Bonds

Bonds payable at December 31, 2017 are comprised of the following individual issues:

	Original Issue Amount	Interest Rate	Final Maturity Date	Balance at 12/31/17
2017 Series bond issue	\$ 31,040,000	3.0-5.0%	October 2037	\$ 31,040,000
2015 Refunding bond issue	17,425,000	3.0-5.0%	October 2027	17,425,000
2001 Series bond issue	2,600,000	3.875-4.85%	October 2021	520,000
2009 Series bond issue	1,300,000	2.0-4.0%	August 2024	500,000
2001 Series bond issue	500,000	3.875-4.85%	October 2021	100,000
	<u>\$ 52,865,000</u>			49,585,000
			<i>Add: Unamortized bond premiums</i>	5,665,868
				<u>\$ 55,250,868</u>

Debt service requirements to retire general obligation bonds for governmental activities at December 31, 2017 are as follows:

Year Ending December 31,	Principal	Interest	Totals
2018	\$ 3,585,000	\$ 2,073,138	\$ 5,658,138
2019	3,560,000	1,972,395	5,532,395
2020	3,530,000	1,831,283	5,361,283
2021	3,490,000	1,656,343	5,146,343
2022	3,340,000	1,482,700	4,822,700
2023-2027	16,580,000	5,003,250	21,583,250
2028-2032	7,750,000	2,046,000	9,796,000
2033-2037	7,750,000	697,500	8,447,500
	49,585,000	16,762,609	66,347,609
<i>Add: Unamortized bond premiums</i>	5,665,868	-	5,665,868
	<u>\$ 55,250,868</u>	<u>\$ 16,762,609</u>	<u>\$ 72,013,477</u>

NOTE 9—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,

**COUNTY OF CHESHIRE, NEW HAMPSHIRE
 NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
 December 31, 2017**

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 or from their website at www.nhrs.org.

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:

<u>Years of Creditable Service as of January 1, 2012</u>	<u>Minimum Age</u>	<u>Minimum Service</u>	<u>Benefit 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%

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
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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 through June 30, 2017, and 25.33% and 11.08%, respectively thereafter. The County contributes 100% of the employer cost for police officers and general employees of the County.

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 pension plan for the year ending December 31, 2017 were \$1,817,619.

Pension Liabilities, Pension Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At December 31, 2017, the County reported a liability of \$24,476,933 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2017, 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, 2016. 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, 2017, the County's proportion was approximately 0.4977 percent, which was an increase of 0.0006 percentage points from its proportion measured as of June 30, 2016.

For the year ended December 31, 2017, the County recognized pension expense of \$2,728,634. At December 31, 2017, the County reported deferred outflows of resources and deferred inflows of resources related to pension from the following sources:

	Deferred Outflows of <u>Resources</u>	Deferred Inflows of <u>Resources</u>
Difference between expected and actual experience	\$ 55,499	\$ 311,521
Changes of assumptions	2,457,807	
Net difference between projected and actual earnings on pension plan investments		311,726
Changes in proportion and differences between County contributions and proportionate share of contributions	309,229	92,155
County contributions subsequent to the measurement date	<u>931,878</u>	
Total	<u>\$ 3,754,413</u>	<u>\$ 715,402</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

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 \$3,039,011. The County reported \$931,878 as deferred outflows of resources related to pension 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, 2018. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized in pension expense for the measurement periods as follows:

<u>June 30,</u>	
2018	\$ 582,767
2019	1,137,226
2020	785,199
2021	<u>(398,059)</u>
	<u>\$ 2,107,133</u>

Actuarial Assumptions

The total pension liability was determined by a roll forward of the actuarial valuation as of June 30, 2016, using the following actuarial assumptions:

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:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

<u>Asset Class</u>	<u>Target Allocation</u>	<u>Weighted Average Long-Term Expected Real Rate of Return (Net of inflation assumption of 3.25%)</u>
Fixed income	25%	(0.25)-2.11%
Domestic equity	30%	4.25-4.50%
International equity	20%	4.50-6.25%
Real estate	10%	3.25%
Private equity	5%	6.25%
Private debt	5%	4.75%
Opportunistic	5%	2.84%
Total	<u>100%</u>	

Discount Rate

The discount rate used to measure the collective pension liability was 7.25%. 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 service cost 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:

	<u>1% Decrease (6.25%)</u>	<u>Current Discount Rate (7.25%)</u>	<u>1% Increase (8.25%)</u>
County's proportionate share of the net pension liability	\$ 32,247,131	\$ 24,476,933	\$ 18,109,564

NOTE 10—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

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
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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 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 2017 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, 2017 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	\$ 225,698
Interest on net OPEB obligations	24,389
Adjustment to ARC	<u>(34,575)</u>
Annual OPEB cost	215,512
Contributions made	<u>17,595</u>
Increase in net OPEB obligation	197,917
Net OPEB obligation - beginning of year	<u>609,717</u>
Net OPEB obligation - end of year	<u><u>\$ 807,634</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, 2017, 2016 and 2015 are as follows:

Fiscal Year <u>Ended</u>	Annual <u>OPEB Cost</u>	Percentage of OPEB Cost <u>Contributed</u>	Net OPEB <u>Obligation</u>
12/31/2017	\$ 215,512	8.16%	\$ 807,634
12/31/2016	\$ 204,719	0.00%	\$ 609,717
12/31/2015	\$ 230,834	9.23%	\$ 404,998

The County's net OPEB obligation as of December 31, 2017 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:

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Actuarial Accrued Liability (AAL)	\$ 1,536,115
Actuarial value of plan assets	-
Unfunded Actuarial Accrued Liability (UAAL)	<u>\$ 1,536,115</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%

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 11—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.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

NOTE 12—RESTRICTED NET POSITION

Net position is restricted for specific purposes as follows:

ARRA Medicaid funds	\$ 4,222
Donations	277,252
Miscellaneous grant funds	<u>151</u>
	<u>\$ 281,625</u>

NOTE 13—COMPONENTS OF FUND BALANCE

The County's fund balance components are comprised as follows:

<u>Fund Balances</u>	<u>General Fund</u>	<u>Maplewood Capital Projects Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Nonspendable:				
Prepaid expenses	\$ 127,833			\$ 127,833
Restricted for:				
Nursing Home reconstruction project		\$ 33,707,659		33,707,659
ARRA Medicaid funds			\$ 4,222	4,222
Donations	67,842		209,410	277,252
Miscellaneous grant funds			151	151
Committed for:				
Capital Reserves	507,388			507,388
Assigned for:				
Deeds surcharge			39,706	39,706
Jail canteen			101,101	101,101
Sheriff civil processing			556	556
Reduction of 2018 tax rate	1,494,323			1,494,323
Encumbrances	39,181			39,181
Carryforward appropriations	764,376			764,376
Unassigned	<u>6,108,734</u>			<u>6,108,734</u>
	<u>\$ 9,109,677</u>	<u>\$ 33,707,659</u>	<u>\$ 355,146</u>	<u>\$ 43,172,482</u>

NOTE 14—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 \$125,000 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

COUNTY OF CHESHIRE, NEW HAMPSHIRE
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December 31, 2017

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:

Year Ending <u>December 31,</u>	Beginning of Year <u>Liability</u>	Current Year Claims and Changes in <u>Estimates</u>	Claims Paid	End of Year <u>Liability</u>
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
2017	145,745	4,702,542	(4,619,625)	228,662

NOTE 15—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, 2017, 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, 2017.

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.

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NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2017

NOTE 16—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.

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.

NOTE 17— IMPLEMENTATION OF FUTURE ACCOUNTING STANDARDS

The Government Accounting Standards Board (GASB) has issued Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*, which the County is required to implement in the year ending December 31, 2018. Management believes that this pronouncement will have a potentially significant impact on the County's government-wide financial statements. The County will have to report its proportional share of the New Hampshire Retirement System's unfunded OPEB liability in the financial statements for the calendar year beginning after June 15, 2017. Additionally, Statement No. 75 modifies the allowable methods, recognition and measurement criteria related to how the County accounts for and reports its single employer OPEB plan, currently disclosed in Note 10.

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, 2017

	Budgeted Amounts		Actual Amounts	Variance with Final Budget - Favorable (Unfavorable)
	Original	Final		
Revenues:				
Taxes	\$ 24,281,016	\$ 24,281,016	\$ 24,281,016	\$ -
Intergovernmental	5,483,835	6,569,338	5,376,364	(1,192,974)
Charges for services	13,132,786	13,132,786	13,067,350	(65,436)
Interest income	10,000	10,000	53,494	43,494
Miscellaneous	346,633	346,633	397,082	50,449
Total Revenues	<u>43,254,270</u>	<u>44,339,773</u>	<u>43,175,306</u>	<u>(1,164,467)</u>
Expenditures:				
Current:				
General government	5,423,950	5,369,170	5,267,609	101,561
Public safety	7,992,552	7,992,552	7,869,470	123,082
Human services	10,794,554	10,794,554	9,816,490	978,064
Conservation	58,260	58,260	58,852	(592)
Nursing home	17,101,723	17,156,446	16,331,203	825,243
Capital outlay	1,276,854	650,367	408,675	241,692
Debt Service:				
Principal retirement	2,105,000	2,105,000	2,105,000	-
Interest and fiscal charges	967,764	967,764	968,847	(1,083)
Total Expenditures	<u>45,720,657</u>	<u>45,094,113</u>	<u>42,826,146</u>	<u>2,267,967</u>
Excess revenues over (under) expenditures	<u>(2,466,387)</u>	<u>(754,340)</u>	<u>349,160</u>	<u>1,103,500</u>
Other financing sources (uses):				
Transfers in	148,219	144,871	128,720	(16,151)
Transfers out	-	(450,000)	(450,000)	-
Total other financing sources (uses)	<u>148,219</u>	<u>(305,129)</u>	<u>(321,280)</u>	<u>(16,151)</u>
Net change in fund balance	(2,318,168)	(1,059,469)	27,880	1,087,349
Fund balance at beginning of year				
- Budgetary Basis	<u>8,467,386</u>	<u>8,467,386</u>	<u>8,467,386</u>	<u>-</u>
Fund balance at end of year				
- Budgetary Basis	<u>\$ 6,149,218</u>	<u>\$ 7,407,917</u>	<u>\$ 8,495,266</u>	<u>\$ 1,087,349</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, 2017

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%
1/1/2016	\$ -	\$ 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, 2017

<u>Measurement Period Ended</u>	<u>County's Proportion of the Net Pension Liability</u>	<u>County's Proportionate Share of the Net Pension Liability</u>	<u>County's Covered Payroll</u>	<u>County's Proportionate Share of the Net Pension Liability (Asset) as a Percentage of Covered Payroll</u>	<u>Plan Fiduciary Net Position as a Percentage of the Total Pension Liability</u>
June 30, 2017	0.49770168%	\$ 24,476,933	\$ 13,971,937	175.19%	62.66%
June 30, 2016	0.49712847%	\$ 26,435,280	\$ 13,076,762	202.15%	58.30%
June 30, 2015	0.50078953%	\$ 19,838,913	\$ 12,812,858	154.84%	65.47%
June 30, 2014	0.49480395%	\$ 18,572,891	\$ 12,278,583	151.26%	66.32%
June 30, 2013	0.48048526%	\$ 20,679,050	\$ 11,655,631	177.42%	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, 2017

<u>Year Ended</u>	<u>Contractually Required Contributions</u>	<u>Contributions in Relation to the Contractually Required Contributions</u>	<u>Contribution Deficiency (Excess)</u>	<u>County's Covered Payroll</u>	<u>Contributions as a Percentage of Covered Payroll</u>
December 31, 2017	\$ 1,817,619	\$ (1,817,619)	\$ -	\$ 13,635,928	13.33%
December 31, 2016	\$ 1,755,339	\$ (1,755,339)	\$ -	\$ 13,250,078	13.25%
December 31, 2015	\$ 1,799,614	\$ (1,799,614)	\$ -	\$ 13,385,305	13.44%
December 31, 2014	\$ 1,651,749	\$ (1,651,749)	\$ -	\$ 12,607,567	13.10%
December 31, 2013	\$ 1,397,108	\$ (1,397,108)	\$ -	\$ 11,944,974	11.70%

See accompanying notes to the required supplementary information

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION
 December 31, 2017

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	\$ 43,280,320	\$ 43,108,426
Encumbrances, December 31, 2017		39,181
Encumbrances, December 31, 2016		(69,771)
Non-budgetary revenues and expenditures	(23,618)	(1,690)
Budgetary transfers	<u>47,324</u>	<u>200,000</u>
Per Schedule 1	<u>\$ 43,304,026</u>	<u>\$ 43,276,146</u>

NOTE 2—BUDGETARY FUND BALANCE

The components of the budgetary fund balance for the General Fund at December 31, 2017 are as follows:

Nonspendable:	
Prepaid expenses	\$ 127,833
Assigned for:	
Reduction of 2018 tax rate	1,494,323
Carryforward appropriations	764,376
Unassigned	<u>6,108,734</u>
	<u>\$ 8,495,266</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 two most recent actuarial valuation reports. Additional disclosures will be made as the information becomes available.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION (CONTINUED)
December 31, 2017

NOTE 4—SCHEDULE OF CHANGES IN THE COUNTY'S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY AND SCHEDULE OF COUNTY 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, 2017

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	Expenditures	Expenditures to Subrecipients
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-CDHS		\$ 11,833	
#16-403-CDHS		475,565	\$ 462,227
#16-403-CDED		286,313	272,972
#16-403-CDMC		315,750	285,000
#17-403-CDMC		<u>135,136</u>	<u>117,500</u>
Total Department of Housing and Urban Development		<u>1,224,597</u>	<u>1,137,699</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		20,333	
#2016-VA-GX-0061		<u>24,981</u>	
		<u>45,314</u>	<u>-</u>
<i>Received Directly from U.S. Treasury Department</i>			
Drug Court Discretionary Grant Program	16.585		
#2013-DC-BX-0048		<u>91,455</u>	
<i>Pass Through Payments from the New Hampshire Department of Justice</i>			
Violence Against Women Formula Grants - Recovery Act	16.588		
#2016-WF-AX-0045		<u>30,000</u>	
<i>Received Directly From U.S. Treasury Department</i>			
Bulletproof Vest Partnership Program	16.607		
#2016BUBX16083323		<u>468</u>	
<i>Received Directly From U.S. Treasury Department</i>			
Edward Byrne Memorial Justice Assistance Grant Program	16.738		
#2016-DJ-BX-0680		<u>11,363</u>	<u>7,644</u>
Total Department of Justice		<u>178,600</u>	<u>7,644</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, 2017

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	Expenditures	Expenditures to Subrecipients
DEPARTMENT OF TRANSPORTATION			
<i>Pass Through Payments from the New Hampshire Department of Transportation</i>			
Enhanced Mobility of Seniors and Individuals with Disabilities	20.513		
#NH-65-X004		53,565	50,887
#NH-65-X006		61,868	58,922
		115,433	109,809
Highway Safety Cluster:			
State and Community Highway Safety	20.600		
#315-17A-070		1,664	
#315-18A-072		222	
		1,886	-
National Priority Safety Programs	20.616		
#310-17A-049		756	
Total Highway Safety Cluster		2,642	-
Total Department of Transportation		118,075	109,809
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	93.008		
#1MRCSG101005-01		254	205
<i>Pass Through Payments from the National Association of County and City Health Officials</i>			
Medical Reserve Corps Small Grant Program	93.008		
#MRC 16-1587		3,001	2,728
<i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>			
Public Health Emergency Preparedness	93.069		
#U90TP000535		9,896	9,446
<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	93.074		
#U90TP000535		51,507	49,165

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, 2017

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>Received Directly From U.S. Treasury Department</i>			
Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances (SED) #1H79SM063408	93.104	650,609	
<i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>			
State Rural Hospital Flexibility Program #CHAP-H54RH00022	93.241	16,723	15,203
<i>Received Directly From U.S. Treasury Department</i>			
Substance Abuse and Mental Health Services Projects of Regional and National Significance #5H79T1024980-03	93.243	34,322	
<i>Received Directly From U.S. Treasury Department</i>			
Drug-Free Communities Support Program Grants #1H79SP021475-01	93.276	75,801	68,910
<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	20,406	19,478
<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 #T1010D35	93.959	94,317 52,650 146,967	90,030 50,257 140,287
Total Department of Health and Human Services		<u>1,009,486</u>	<u>305,422</u>
DEPARTMENT OF HOMELAND SECURITY			
<i>Pass Through Payments from the New Hampshire Department of Safety</i>			
Homeland Security Grant Program #EMW2015SS00040S01	97.067	13,563	
Total Department of Homeland Security		<u>13,563</u>	<u>-</u>
Total Expenditures of Federal Awards		<u>\$ 2,544,321</u>	<u>\$ 1,560,574</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, 2017

NOTE 1— FINANCIAL REPORTING ENTITY

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	\$ 1,316,469
Nonmajor Governmental Funds	<u>1,227,852</u>
	<u>\$ 2,544,321</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, 2017, 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 18, 2018.

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 Clukey & Company PC".

Manchester, New Hampshire
April 18, 2018

**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, 2017. 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, 2017.

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 18, 2018

**County of Cheshire, New Hampshire
Schedule of Findings and Questioned Costs
Year Ended December 31, 2017**

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
93.104	Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances (SED)

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).