





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

**For the year ending December 31, 2018**



**Print Shop**  
THE KEENE SENTINEL

Keene Sentinel Print Shop  
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Printed in 2019



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## County of Cheshire 2018 Annual Report Dedication

This year the County recognizes three individuals who quietly perform their jobs and we thank them for the many years of loyal service, dedication, and leadership.



**Kathleen O'Reilly, Deputy County Attorney**  
– Kathleen has served the County for over twenty-three (23) years as an Assistant County Attorney and since 2015 as Deputy County Attorney. Kathleen has been extremely dedicated to this office, and she is, without doubt, the hardest working prosecutor in Cheshire County. Over the years, she has always carried a heavy caseload and she has been called upon to prosecute some of the most difficult and complex cases this office handles.

Kathleen is an incredibly effective prosecutor, and she has a keen sense of what is a just and fair result in each case. A successful prosecution requires a prosecutor who is able to assess the strengths and weaknesses of a case, who can work with law enforcement effectively, who can empathize with victims, who understands the goals of sentencing encompasses punishment, rehabilitation and deterrence, and who can effectively present a case to a judge and/or jury. Kathleen embodies these qualities and skills, and the County and the citizens of Cheshire County have been well-served by Kathleen's employment of those skills over the last twenty-three years. A good barometer of one's effectiveness in their chosen field is how they are viewed by those with whom they work, and it is universally acknowledged that Kathleen is highly respected by law enforcement, her fellow prosecutors, the local defense bar, court staff and judges.

In addition, given the growth this office has undergone over the years, it was decided that creating the position of Deputy County Attorney made sense. This role requires the Deputy to help the County Attorney and Office Manager with administrative duties, including personnel and strategic decisions. Given Kathleen's institutional knowledge, her work ethic and her intellect, the decision to place Kathleen in the role of Deputy County Attorney was a "no brainer."

Cheshire County is fortunate to have benefitted from Kathleen's skills and dedication for the last twenty-three years, and this acknowledgement is well-deserved.



**Assistant Finance Director Misty Hall**

- Misty has been a dedicated employee of Cheshire County for 20 years. She is held in high regards and is an incredible asset not only to the organization but to the community and taxpayers of Cheshire County as well.

Misty joined the County in 1999 starting in the position of Accounting Clerk and over the last 20 years has been advanced several times to Assistant Accountant, Accountant and Assistant Finance Director.

Misty is well known throughout all of the Departments and is recognized for her professionalism and willingness to work with others in order to bring out the best potential of everyone she works with. Her drive to excel causes her to always strive for ways to improve workflow in order to increase operational efficiencies.

Throughout the years the demands on this position have increased as the operational functions throughout the County evolve. The skills and commitment that Misty brings to her position have made us successful as new departments are created, new grants awarded, advances in technology occur and new Federal and State mandates emerge.

To highlight, the County has had two major upgrades to the Krono's Human Resources, Timekeeping and Scheduling software. For both upgrades, Misty was the lead project manager which spanned many months of training and coordination with the Krono's team members and County staff. For the most recent upgrade alone she was required to attend 84 hours of training in order to become the lead internal trainer for end users. She developed the idea of creating a training environment at each location which she hosted on several occasions resulting in the successful implementation and training of all users on the new system.

Misty has also undertaken endeavors that have had a positive impact on the County as well as the employees of the County. Recognizing the County was in need of a leader to keep an active Wellness Committee, Misty stepped up. Through her actions she was able to create and get support for County policies that promoted healthy preferences as well as inspiring the first ever Health Fair for the Keene campus. This action as well as establishing a fitness room for the Keene Campus resulted in Misty being named Healthy Monadnock Individual Champion as well as led Cheshire County as an employer to be named Healthy Monadnock Champion Employer. Cheshire County is fortunate to have such devoted employees and this is a wonderful opportunity to acknowledge Misty for the projects and undertakings that she has coordinated and implemented to ensure compliance and success for the operations of the County.



**Deputy Register of Deeds Mira Cook** - Mira has served Cheshire County for almost 20 years and during that time has been an invaluable employee. She maintains a calm demeanor while exhibiting a high level of professionalism working with both the Deeds staff and the public at large. She is willing to take any task assigned and complete it in an efficient manner.

Mira's behind the scenes work editing thousands of pieces of data to make our old records compatible with our new software upgrade made the integration of the records go smoothly with few disruptions to office operations. Her dedication, attention to detail,

and deep understanding of the Deeds records has been instrumental to the success of implementing our new e-recording system and records search software.

Whether it be at the front counter recording, indexing documents, bookkeeping or assisting staff and the public, her performance is always exemplary. Mira sets the standard for all the staff with her dedication and focus on obtaining the best possible results in any task that she takes on. Her leadership was recognized with her being named Deputy Register of Deeds in 2011 and she continues a consummate professional for others to emulate.



# CHESHIRE COUNTY OFFICERS

|  |          |
|--|----------|
| <b>COMMISSIONERS</b>   | 352-8215 |
| Peter Graves, Chairman<br>Joseph Cartwright, Vice-Chairman<br>Charles Weed, Clerk                    |          |
| <b>COUNTY ADMINISTRATOR</b>  | 353-3031 |
| Christopher C. Coates  |          |
| <b>ASSISTANT COUNTY ADMINISTRATOR</b>  | 283-3304 |
| Rodney A. Bouchard   |          |
| <b>COUNTY ATTORNEY</b>   | 352-0056 |
| D. Chris McLaughlin  |          |
| <b>DEPUTY COUNTY ATTORNEY</b>  |          |
| Kathleen O'Reilly  |          |
| <b>ASSISTANT COUNTY ATTORNEYS</b>  | 352-0056 |
| David Lauren, John Webb, Jean Kilham,<br>Keith Clouatre, Benjamin Maki,<br>Eleanor Moran, Jim Seeman |          |
| <b>REGISTER OF DEEDS</b>   | 352-0403 |
| Anna Z. Tilton   |          |
| <b>SHERIFF</b>   | 352-4238 |
| Eliezer Rivera   |          |
| <b>TREASURER</b>   | 209-1518 |
| John G. Wozmak   |          |
| <b>REGISTER OF PROBATE</b>   |          |
| Susan Castor   |          |
| <b>DIRECTOR, ALTERNATIVE SENTENCING PROGRAM</b>  | 209-1526 |
| Michael Potter   |          |
| <b>SUPERINTENDENT, DEPARTMENT OF CORRECTIONS</b>   | 399-7794 |
| Richard N. Van Wickler   |          |
| <b>DIRECTOR, INFORMATION TECHNOLOGIES</b>  | 355-3034 |
| Robert Hummel  |          |
| <b>DIRECTOR, FINANCE</b>   | 355-3036 |
| Sheryl Trombly   |          |
| <b>DIRECTOR, HUMAN RESOURCES</b>   | 399-7317 |
| Kim May  |          |
| <b>ADMINISTRATOR, MAPLEWOOD NURSING HOME</b>   | 399-4912 |
| Kathryn Kindopp, NHA   |          |
| <b>DIRECTOR, NURSING SERVICES</b>  | 399-4912 |
| Theresa Woolbert   |          |

**CHESHIRE COUNTY DELEGATION  
2017 - 2018**

|                           |   |  |
|---------------------------|---|--|
| <b><u>District 1</u></b>  | <b><u>Chesterfield, Hinsdale, Walpole, Westmoreland</u></b><br>Lucy M. Weber, 217 Old Keene Road, Walpole, NH 03608<br>Cathryn A. Harvey, 50 Forestview, Dr., P. O. 414, Spofford, NH 03462<br>Michael Abbott, P. O. Box 174, Hinsdale, NH 03451<br>Paul S. Berch, 956 River Road, Westmoreland, NH 03467 | 603-756-4338<br>603-336-4424<br>603-336-7090<br>603-399-4960 |
| <b><u>District 2</u></b>  | <b><u>Alstead, Marlow, Surry</u></b><br>John E. Mann, 35 Prentice Hill Rd, Alstead, NH 03602  | 603-835-9095   |
| <b><u>District 3</u></b>  | <b><u>Gilsum, Nelson, Stoddard, Sullivan</u></b><br>Daniel A. Eaton, 1 Shedd Hill Road, Stoddard, NH 03464  | 603-446-3535   |
| <b><u>District 4</u></b>  | <b><u>Keene</u></b><br>Joseph Stallcop, 74 Kelleher Street, Apt.3, Keene, NH 03431  | 860-917-3637   |
| <b><u>District 5</u></b>  | <b><u>Keene</u></b><br>John Bordenet, 22 Woodbury Street, Keene, NH 03431   | 603-352-0680   |
| <b><u>District 6</u></b>  | <b><u>Keene</u></b><br>David Meader, P. O. Box 1030, Keene, NH 03431  | 603-357-1340   |
| <b><u>District 7</u></b>  | <b><u>Keene</u></b><br>Gladys Johnsen, 417 Pako Ave, Keene, NH 03431  | 603-358-5164   |
| <b><u>District 8</u></b>  | <b><u>Keene</u></b><br>Donavan Fenton, 6 Kendell Road, Keene, NH 03431  | 603-313-7991   |
| <b><u>District 9</u></b>  | <b><u>Dublin, Harrisville, Jaffrey, Roxbury</u></b><br>Richard Ames, 12 Blackberry Lane, Jaffrey, NH 03452<br>Douglas A. Ley, 28 School Street, Jaffrey, NH 03452   | 603-532-6781<br>603-532-8556                                 |
| <b><u>District 10</u></b> | <b><u>Marlborough, Troy</u></b><br>Marjorie J. Shepardson, 94 Pleasant St. Marlborough, NH 03455  | 603-876-4027   |
| <b><u>District 11</u></b> | <b><u>Fitzwilliam, Rindge</u></b><br>John B. Hunt, 165 Sunridge Road, Rindge, NH 03461<br>John O'Day, 65 Kimball Road, Rindge, NH 03461   | 603-899-6000<br>603-593-2085                                 |
| <b><u>District 12</u></b> | <b><u>Richmond, Swanzey</u></b><br>James W. McConnell, P. O. Box G, Keene, NH 03431<br>Barry Faulkner, 109 Sawyers Crossing Road, Swanzey, NH 03446   | 603-357-7150<br>603-352-2729                                 |
| <b><u>District 13</u></b> | <b><u>Winchester</u></b><br>Henry A. L. Parkhurst, One Parkhurst Place, Winchester, NH 03470  | 603-239-8945   |
| <b><u>District 14</u></b> | <b><u>Dublin, Fitzwilliam, Harrisville, Jaffrey, Rindge, Roxbury</u></b><br>Franklin W. Sterling, 63 Monadnock View Drive, Jaffrey, NH 03452  | 603-532-8284   |
| <b><u>District 15</u></b> | <b><u>Marlborough, Richmond, Swanzey, Troy Winchester</u></b><br>Bruce L. Tatro, 208 Old Richmond Road, Swanzey, NH 03446   | 603-352-3904   |
| <b><u>District 16</u></b> | <b><u>Keene</u></b><br>William Pearson, 31 Elliot Street, Keene, NH 03431<br>Delmar Burrridge, 75 Starlight Dr. Keene, NH 03431   | 603-714-9075<br>603-352-5363                                 |



# County of Cheshire

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12 Court Street, Keene, NH 03431  
[www.co.cheshire.nh.us](http://www.co.cheshire.nh.us)

Being a County Commissioner is a special privilege and a challenge in today's local, state and national partisan political climate. During the last year there were two Republicans and one Democrat representing Cheshire County on the Board of Commissioners and yet there was little conflict about important county issues. Our approach as the county executive branch was to solve problems. As Commissioners we oversee nearly 485 county employees including two major county institutions, the Cheshire County Department of Corrections and the Maplewood Nursing Home. The Commissioner's also work closely with the Sheriff, Register of Deeds, and County Attorney.

One of the County's biggest unsolved problem continues to be how to lessen the burden on the property taxpayers and to discourage the continually down shifting costs from the state to the county level.

Despite this on-going pressure from the state, and excluding a \$36 million commitment for the first year of bonding of the re-construction of Maplewood in 2018, the county budget has grown less than 2% per year since 2014.

Through a combination of an excellent county employee workforce, the growth of grant funding, and a very frugal staff, we have created and support a nationally recognized highly skilled nursing facility and a department of corrections at low cost and high efficiency that have been recognized as national models of best practices.

Annual intensive on-site audits by state certification inspectors have found no deficiencies at the Maplewood Nursing Home for the last three years, and the Maplewood administrator has been recognized with the Eli Pick facility award, for which only the top 7% of national nursing homes qualify. This exemplary performance has been accomplished at Maplewood during a very disruptive re-construction project. We were also very pleased to see that Banwell Architects has named the County's Maplewood re-construction team as the outstanding team of the year among all of the clients that they have worked with in 2018. This is a reflection of the excellent staff and superb coordination provided by the Administrator and senior staff.

One of the Commissioner's challenges that occurred this year was whether we could save taxpayer dollars by using a biomass boiler for the primary heating unit at the reconstructed Maplewood facility, it does, and we will. The board was disappointed when it was learned that a planned solar installation could not be supported by the existing electrical grid because of a lack of capacity of the transmission lines in Westmoreland.

Our Department of Corrections Superintendent is a regular participant in national conferences to talk about the state-of-the-art model of the Cheshire County facility and the commissioners are excited about the new medically assisted treatment program for inmates during the opioid crisis

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#### 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

that we find ourselves in, as many of the inmates come to us from the courts with mental health and substance abuse co-occurring disorders.

We continue to work closely with the county delegation, the 23 members of the New Hampshire House of Representatives from Cheshire County, who have final determination of the county budget. Unlike several New Hampshire counties that often are unable to deliver a quorum to delegation meetings, Cheshire county has averaged excellent attendance by the 10-member Executive Committee and the 23-member full Delegation who review the budget in January every year and pass the budget in March.

Noteworthy in the Cheshire County Delegation is the non-partisan problem-solving environment of our county government that shares leadership responsibilities for the Delegation and Executive Committee.

The county has been successfully engaged in maintaining the historic preservation of the imposing and comfortable Cheshire county courthouse, now known as “County Hall”.

With the help of community fundraising and The Land and Community Heritage Investment Program (LCHIP) investment grants, all of the remarkable windows have been restored and made energy efficient this year. The project was completed at a cost of \$234,000.00 with no impact on taxpayers. We are beginning the process, and feel very confident, about our next project that will restore the historic cupola that summits the old courthouse.

A new courthouse was constructed next to the old courthouse in 2012 and the original seven-year financing package that was arranged by the Monadnock Economic Development Corporation (MEDC) and that facilitated the construction of the building with new market tax credits and private investors, expires at the end of 2019. The agreement as written, grants the county the option to purchase the new courthouse at a significantly discounted price as the County contributed the land on which the courthouse was built. The state courts have the first option to purchase the building from MEDC but should the state choose not to exercise their option the county has the next option which would include acquiring the building and then renting the facility back to the state courts. The County is now beginning an extended and exhaustive financial review and due diligence process to ascertain the desirability of exercising its option to purchase the building. Initial indications are that owning and operating the building will result in net positive cashflow.

We wish to highlight that the county is well represented in the National Association of Counties (NACO) and the New Hampshire Association of Counties (NHAC). The NHAC coordinates and communicates the initiatives and challenges faced by the other counties in New Hampshire and a Cheshire County Commissioner is the Vice-president of Association. NACO brings the experience of over 3,000 counties nationwide and a strong presence in Washington DC. It is notable that one of Cheshire County’s Commissioners is on the NACO Board of Directors.

The new Board of Commissioners will continue their lively discussions and are pleased that they share a vision about improving the lives of Cheshire County residents.

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**Area Code 603**

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Our greatest problems for next year will be trying to deal with the statewide and national workforce shortage of nurses and the ongoing efforts to reduce cost shifting and increase state responsibility for programs that help our citizens. With a dedicated cohort of employees and department heads we feel confident and look forward to the challenges of the future.

Charles F. Weed  
Chairman, Board of Commissioners

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**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 Clouatre  
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 2018**

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 2018, approximately 438 felony level case files and more than 211 probation violations were handled by this office. Attorneys formally presented approximately 549 charges to the Grand Jury for indictment consideration, and approximately 253 individuals were indicted. Additionally, attorneys from this office evaluated 256 DCYF reports, issued 30 "one party" authorizations, and reviewed 198 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 CCCCPP are both Assistant Cheshire County Attorneys. The attorneys in the CCCCPP 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 2018, approximately 613 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 1,329 cases during 2018. The cases handled by the CCCCPP account for the large majority of all cases coming before the 8<sup>th</sup> Circuit Court – Keene District Division. The CCCCPP 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.

The prosecutor for the RPP changed in 2018. Benjamin W. Maki, who was hired in May of 2015 as the RPP's full-time prosecutor, left in October 2018 to go to work for the NH Attorney General's Office. In October 2018, the RPP prosecutor position was filled by Jim

Seeman. In early December 2017, Jim was hired as an Assistant County Attorney to prosecute felonies and he left that position in September 2018 to work for the NH Department of Transportation – Bureau of Aeronautics. In October 2018, Jim decided to come back to work as an Assistant County Attorney and filled the RPP prosecutor position. 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.

In May 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 2018. 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 8<sup>th</sup> 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 2018, in addition to Ben, Ellie and Jim, 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 Kerry O'Neill. Kathleen O'Reilly is now in her 23<sup>rd</sup> year with the office. Kathleen is extremely hard working and shoulders a heavy caseload. 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 2018.

David Lauren is an experienced attorney in his 13<sup>th</sup> 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. As a result of the opening created by Jim's departure as a felony prosecutor in September 2018, this office hired (October 2018) Kerry O'Neill. Kerry has been an attorney since 2005 and is a very experienced litigator, having worked for the NH Public Defender Program in the Keene Office from 2005 to 2015. After leaving the public defender office in 2015 Kerry worked as an associate in the Keene firm of Bradley & Faulkner, where her practice focused on criminal defense and family law matters. Kerry is well known and highly respected by the criminal law practitioners, court staff and judges in Cheshire County.

The responsibilities of the attorneys in our office are many. All Assistant County Attorneys, the Deputy County attorney and I are available to assist local law enforcement with 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 2018, this office had two victim/witness coordinator positions that were filled by Sarah Hoskins and Aunaliene 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. Auna has been working as a victim/witness coordinator since July 2017. Prior to taking on that position, Auna worked in 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, from September 2017, through August 2018, Natalie Haley worked for this office as an AmeriCorps

victim/witness coordinator working in the 8<sup>th</sup> Circuit Court – Keene District Division on domestic violence cases. Unfortunately (probably owing to the good economy), we have been unable to find an AmeriCorps “volunteer” for the September 2018 – August 2019 time period.

Lastly, the Cheshire County Attorney’s Office administrative staff is responsible for the day to day operations of the office. In 2018, the administrative staff consisted of Office Manager Chloe Bosquet, and Administrative Assistants Laurie Burt, Gayle Buchanan, Katrina Mabe, and Amanda Crocker, assisting the Regional Prosecutor Program. Chloe and Gayle each joined the staff in 2009, Laurie has been with the office since 2006, Katrina was hired in August 2017 and Amanda was hired in March 2018. 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 Felonies 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 late 2017 and 2018 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. In 2018, 42 felony cases were resolved through the ECR process, which comprises approximately 10% of the felony cases referred to this office for prosecution. In the future, it is hoped that a greater percentage of our cases will be

resolved through the ECR process; however, reasons beyond this office's control, I am not convinced that will be the case.

As was the case in 2015, 2016, 2017 and 2018, in 2019 the biggest challenge we will continue to face is responding to the continued influx of inexpensive and potent 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,

D. Chris McLaughlin  
Cheshire County Attorney  
3/25/2019

## **Registry of Deeds - 2018 Annual Report**

As the County of Cheshire Register of Deeds, I provide this review for the year ending December 2018.

We are pleased to be the repository for deeds dating back to 1771 as well as the records of three well known land surveyors who left their collections of notebooks, maps and surveys to the Cheshire County Registry of Deeds. These invaluable resources are made available to everyone interested in researching old property records.

The Deeds staff has been working to scan and to make available on-line more and more records and are presently scanning books from the 1860's. We strive to preserve, protect and digitize these records to continue to have them available for future generations.

In August 2018 our office changed from a decades old software program to a new system for recording documents and for searching our records. The general public can now easily search our records using a program called AVA – which can used to access information via cell phone, tablet or desktop. It is a simple program that does not require any download and which allows anyone to print a deed from home using a credit card. For professionals there is a search program called Laredo which has multiple features for title and mortgage companies to do in-depth searches.

The public can take advantage of these search programs by going on-line to the Cheshire County Deeds website at: [www.nhdeeds.com](http://www.nhdeeds.com).

The public is also welcome to call or for information or come into our office to get a deed, search old deeds or ask about the availability of old surveys or plans.

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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Keene, New Hampshire 03431

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## 2018 ANNUAL REPORT

The Sheriff's Office has been and continues to be committed to its active role against the opioid and opiate crisis that our State continues to face. We have built collaboration with organizations throughout the county, and have open and candid discussions on the impact it has on our community, families, and quality of life.

We have dedicated and professional communication specialists, court security officers and administrative staff working at the Sheriff's Office, and it was an honor to have reappointed:

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

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 our office.

As we do every year, we saw increases and decreases in our services compared to the previous year (2017):

- Investigations conducted by our office decreased by 60% from 108 to 44
- Arrests made by the Sheriff's Office decreased by 6% from 142 to 133
- Motor vehicle violation stops decreased by 43.8% from 1136 to 641
- Prisoner transports to and from court decreased by 1.1% from 2328 to 2302
- The service of civil processes decreased by 4.8% from 2590 to 2465
- Involuntary Emergency Transports decreased by 22% 72 to 56
- Service calls decreased by 2.5%, from 55012 to 53593

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 \$75,000 in revenue for contracted police services. We also have a contract with the Keene School District to handle truancy issues throughout the school year that generates approximately \$34,000 in revenue. In total, the Sheriff’s Office generated approximately \$475,000 in revenue for services it provided throughout the year. The generated revenue did help offset the Sheriff’s Office budget by 43.5% of our total actual 2018 budget of \$1,079,525 (\$1,135,559 adopted).

Our goal for 2019 is to continue to provide quality services to the county and 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. We also look forward to expanding our commitment to Internet Crimes Against Children by opening a cyber forensic lab.

Sincerely,

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

Sheriff Eli Rivera

## **CHESHIRE COUNTY BEHAVIORAL COURT PROGRAMS (CCBHCP) 2018 ANNUAL REPORT**

New Hampshire Office of the Chief Medical Examiner estimated that drug over dose fatalities will be 450 people for 2018. Cheshire County is the second highest County for over dose deaths with 3.88 deaths per 10,000. These numbers continue to climb year after year.

The County's Problem-Solving Court Programs continue to strive in helping those individuals with substance use and mental health disorders to learn ways of overcoming these statistics through treatment.

There are two programs that are a part of the Behavioral Health Court Programs, Alternative Sentencing Program (ASP), established in 2001 and Mental Health Court (MHC) which was established in 2003. ASP works with individuals with substance use disorders and MHC helps those with primarily mental health disorders.

Both programs are able to provide case management for individuals that have both issues. "Case Management" means that these programs assist clients in finding on going treatment and other services as they might need in the community and maintain involvement with those services.

In 2018, the staff of the Cheshire County Behavioral Health Court Programs (CCBHCP) saw a total of 78 individuals. Fifty (50) were new admissions and 28 were carried over from 2017.

From the 78 individuals seen in 2018, 33% were carried over into 2019 (26 individuals) which leaves 52 individuals. Eleven (11) out of the 52 were sentenced to ASP and 41 were sentenced to MHC.

### **Successful Completion vs. Non-Completion**

Total CCBHCP Population = 78

- Successful Completion = 37 (48%)
- Non-completion = 15 (19%)
- Carry over into 2019 = 26 (33%)

### **Completion Metrics by Individual Programs:**

ASP Population Total = 11

- Successful Completion = 7 (64%)
- Non-Completion = 4 (36%)

MHC Population Total = 41

- Successful Completion = 30 (71%)
- Non-Completion = 11 (27%)

The average number of clients seen per week within the two programs was 27. The average length of stay for ASP clients was 190 days and average length of stay for MHC clients 127 days.

There was a total of 10,860 client days between ASP and MHC. Each day that a client is in CCBHCP is a "client day". Therefore, if there are 10 people involved in CCBHCP for one day, you have 10 client days.

By dividing the amount (\$201,669.28) it cost the program to be maintained in 2018 by the number of client days (10,860) it will equal the amount of money that was spent on each client per day while they were in the program.

**Total Cost Per Client Day = \$18.57**

**Age and Gender Breakdown**

Out of the new admissions (50) for 2018, there were 76% (38) who identified as being male and 24% (12) that identified as being female. Unlike 2017 where there were more females than males, this is more like the traditional breakdown by gender that is usually seen.

In 2018 the program once again saw the greatest admission numbers in the 18 to 28 year old grouping followed by the 29 to 38 year old's. As seen in 2017's age breakdown, we again saw an increase in the number of clients' age of 40 and greater.

In 2017 there were a total of 12 clients that were older than 39. This reporting year, there are again 12. The following is the breakdown:

|                   |                  |                      |
|-------------------|------------------|----------------------|
| Age 18 to 28 = 21 | Age 39 to 48 = 4 | Age 59 to 68 = 1     |
| Age 29 to 38 = 17 | Age 49 to 58 = 6 | Age 69 and above = 1 |

**Primary and Secondary Drug(s) of Choice**

Most people with an addiction problem will have a drug they prefer to use over any other. This drug is referred to as their "primary drug of choice". And they have an alternative drug they will use if they cannot secure their first choice. That drug is referred to their "secondary drug of choice." The following are the 3 most identified primary and secondary drugs of choice by their use.

**Primary Drug of Choice**

- Opiate/opioids
- (Tied) Cannabis and Cocaine
- Alcohol

**Secondary Drug of Choice**

- Alcohol
- Cannabis
- Opiates

**Identified Mental Health Disorders**

Seventy-eight percent (78%) of the 50 new admissions were found to have both a mental health disorder as well as a substance use disorder. This is referred to as a co-occurring disorder. Anytime that there is two or more diagnosable disorders, regardless whether it is mental health, addiction or a physical disorder it can be referred to a "co-occurring disorders".

Out of the population that was being served there were eight (8) different mental health disorders that were identified. The top three diagnoses were (1) Post Traumatic Stress Disorder (PTSD), (2) Major Depressive Disorder and (3) Bipolar Disorder. Both the Bipolar and Major Depressive Disorder were at the same frequency of occurrence.

Another interesting occurrence was that there was evidence of several cases of dementia that appeared to be alcohol induced. There is a greater likelihood of this occurring more frequently as the general population ages.

### **Arresting Charges**

There were ten different arrest charges that were identified. The three (3) most frequent were Simple Assault (including domestic violence), Violation of Probation (most of these involved the use of alcohol or other drugs) and theft charges (including unauthorized taking, willful concealment, possession of stolen property, etc.).

Depending on the nature of the charges would determine which court the individual would appear in. In some of the cases the individual would appear in both courts (Superior and Circuit) on two or more different charges.

### **Out of the 50 new admissions:**

- 39% were in both Superior and Circuit Courts
- 32% in Keene Circuit Court
- 29% were in the Cheshire County Superior Court.

### **Insurance and Employment Metrics**

Again, using only the 50 new admissions from 2018, 98% of the population had health insurance coverage when they entered or was given assistance to secure health insurance shortly after entering the programs. The remaining 2% (which was one individual) was discharged back into the House of Corrections.

From the admissions, 36% were either on some form of disability or were helped to receive disability income. 24% were able to secure either full time or part time employment, 34% were unemployed with a percentage of them looking for employment or enrolled with vocational rehabilitation for retraining and/or education and the remaining 6% were retired.

### **Longevity (Recidivism) Study**

In 2014 CCBHCP began another five-year recidivism study using two groups of clients that were successful in completing the programs. These were clients from the years of 2012 and 2013. The study look at whether or not these individuals had returned to the Cheshire County House of Corrections since their completion date. The percentages have remained unchanged for the last several years.

The 2012 MHC clients had a 53% that did not return to the CCHOC and 78% of the 2013 clients did not return. Percentage of the 2012 ASP clients who did not return was 89% and 76% for the 2013 ASP graduates.

### **Looking Forward to 2019**

Southern New Hampshire Services, Inc. together with NH Works are working together to create partnerships with businesses and industries within New Hampshire to bring job and/or vocational training/retraining to those whose lives have been impacted by opioid/opiate use.

The program is designed to assist those coming out of incarceration due to opioid/opiate addiction or other family members of the individual. This will be a positive for getting employment for those with felony opiate charges. Gainful employment helps this population to

secure housing and personal transportation option which are the three biggest needs of this population.

There have been some changes to the Affordable Care Act that has taken away the mandate that everybody has to have insurance coverage. This may put the County as the “Payer of Last Resort” for some of the participants of CCBHCP. Currently this is not a problem but it might be the case as we move further into 2019.

As we move forward into 2019 it appears there is a shift that is occurring with the drug of usage moving away from opioids/opiates to cocaine and crystal methamphetamine. This will change only the type of drugs that are harming our population. The problem was never the type of drug being used but the root cause of the usage. That cause is the disease of addiction. To make a difference in that will take education to the generations coming up and having enough treatment resource for those seeking help.

Respectfully,

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



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*From the desk of*

**Richard N. Van Wickler, Superintendent**

603-903-1600

## **Department of Corrections Annual Report 2018**

### **Case Management Services**

#### **Summary and Accomplishments:**

The Case Management Department, coordinated by Douglas Iosue, Licensed Clinical Social Worker collaborates closely with all CCDOC Departments to address the rehabilitative, transitional, and release-reentry planning needs of inmates. 2018 was a busy and productive year for Case Management Services and was marked by the following key activities, themes, and accomplishments:

- For the 9th consecutive year, hosted and supervised a **masters-level intern**. Malinda LaVelle is in the 2<sup>nd</sup> semester of her first-year internship in the Dance/Movement Therapy and Counseling 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 2018, these included: the Cheshire County Behavioral Health Court Program; the Cheshire County Drug Court Program; the Greater Keene Area Homelessness Coalition; the Community Network Team (CNT); Phoenix House New England Community Advisory Board; Hundred Nights Board and Programs Sub-committee; the Keene YMCA Community Coalition on Youth Substance Misuse; and serving as Secretary of the Cheshire County Domestic Violence Coalition.
- In January, in partnership with Dr. Angela Barlow, Professor of Criminology and Sociology at Keene State College, began an exploratory study on **Addiction, Trauma, Coping and Incarcerated Women in NH** to examine how women's support, or lack of support, impacts coping with trauma from childhood sexual abuse, adult sexual abuse, domestic violence and with chronic stress/PTSD. Assisted with the administration of several questionnaires (Drug History Questionnaire, Family History Questionnaire, Brief Cope Index and PTSD Civilian Checklist), and subsequently follow up 1:1 interviews with 19 women housed in Foxtrot who voluntarily chose to participate in the study. Due to health issues, Dr. Barlow has experienced some delay in her research, but hopes to increase her sample size through additional questionnaires and follow up interviews in the coming year

- The Case Manager has participated actively on the **Cheshire County Drug Court team**. The Program entered its 6th year in June 2018. There are currently 18 participants. 11 new participants entered CCDC in Calendar Year 2018. 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, continued 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 Reconnection 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 any of the following factors are correlated with the likelihood of success in the MRT program: 1) the inmates’ level of cognitive ability 2) level or extent of targeted symptoms prior to starting the group and/or 3) Number of experienced Adverse Childhood Events (ACES- measure of traumatic events in childhood). The project has enrolled 80 subjects to date who have voluntarily chosen to participate in the research component. The current phase of the research project is scheduled to conclude in June or July 2019, however, there is a possibility that it will be picked up by one or two newly entering students in the Antioch Doctoral Program. Although there are still approximately 1/3 more post-tests to analyze, the doctoral students shared preliminary results as of the end of calendar year 2018, noting a reduction in criminogenic cognitions from pre-group to post group measures, as well as noting decreased ‘cold heartedness’ (i.e.- increased empathy) among trauma survivors participating in MRT. The early indications are that “the (MRT) group works in reducing criminogenic thinking initially. The group is acting as a trauma therapy group and subsequently helping to improve empathy.”
- Continued to **cross train and assign a small percentage of Case Management Services clients with one of the two primary Substance Abuse Recovery Counselors**. In December 2017, Stacey Lanza, LCMHC who had been cross-trained resigned to take a position in the County Drug Court Program. However, beginning in January 2018, Danielle Brown, LMHC began cross training and taking a small number of case management cases on her caseload.
- Continued to improve upon the existing collaborative partnership and informal agreement with the New Hampshire Department of Health/Human Services Bureau of Family Assistance (Medicaid office) in order to help maximize enrollment of eligible offenders in the **New Hampshire Health Protection Program** at the point of release. In addition, continued to streamline protocols to ensure Medicaid coverage of (any eligible) inmate that experienced an inpatient hospital admission to medical care while in the custody of

Cheshire County DOC. In calendar year 2018, 15 uninsured individuals were *enrolled* in one of the health insurance plans now offered under NH Medicaid prior to release. In calendar year 2018, 28 individuals (who had prior Medicaid coverage that lapsed due to incarceration) were *re-enrolled* into the NH Health Protection Program. The Affordable Care Act, NH Health Protection Program, and the collaboration between CCDOC and the local DHHS-BFA Office has resulted in a current rate of uninsured inmates at just 9%. This compares to 39% in 2015 and 63% in 2014 (NH Medicaid Expansion began in November 2014).

- Continued the collaborative relationship and protocol with the Keene office of the Department of Health and Human Services and Cheshire Medical Center to increase opportunities for **Medicaid reimbursement for offenders hospitalized for inpatient medical care while in the custody of CCDOC**. In 2018 there were 3 inmates admitted to inpatient hospital care at Cheshire Medical Center who were able to be opened for billing to their Medicaid by CMC, rather than CCDOC absorbing the cost of hospital services.
- Continued the policy and protocol originally implemented in September 2017 to prescribe **Medication Assisted Treatment (MAT)** in certain circumstances to offenders incarcerated at CCDOC. 13 additional inmates were treated with MAT in 2018. Of these, two were maintained on methadone via cooperative agreement with Keene Metro Clinic and 11 were prescribed suboxone at HOC by PA David Segal. In November and December, began a planning process to participate in the HEALing Communities Study: An Integrated Approach to Address the Opioid Crisis. Submitted a Letter of Interest to the lead Agency, Dartmouth Hitchcock Medical Center, Center for Technology and Behavioral Health.
- In collaboration with the Keene office of the Social Security Administration, developed a protocol and signed a Memorandum of Understanding that allows the Case Manager to assist offenders in applying for a replacement social security card. The MOU allows police, court and other records to suffice in regard to establishing proof of identity and also waives the normal fees associated with seeking a replacement card. In 2018, 11 offenders were able to receive replacement social security cards prior to release.
- In August, collaborated with Keene Serenity Center and CCDOC Inmate Programs to start a weekly group introducing inmates in recovery to Recovery Coaching and the opportunity to pair up with a 1:1 **Recovery Coach pre-release from CCDOC**.
- In November and December, conducted staff training on **Case Management Services: The Role of Treatment vs. Punishment in Corrections**. This training provided the usual overview and orientation to Case Management Services, especially for newer Officers. In addition, it also emphasized material, research, and best practices in regard to substance use disorders and addiction, and the complexity and challenges associated with long term human behavior change and rehabilitation.

- The **Keene YMCA Community Coalition on Youth Substance Misuse** has as its mission: “to bring together stakeholders to work collaboratively to prevent substance misuse among youth in our community.” Began attending monthly meetings and representing Cheshire County DOC in December 2018.
- 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 2018 are as follows:

- There were 12 new applicants for the Partial Release Program
- There were 0 participants that were approved and started on PRP in calendar year 2017 that *carried over* and continued on the Program into calendar year 2018.

3 (of the 12) were determined to not meet criteria and not eligible to apply; the reasons for ineligibility were as follows:

- Violent offense with victim: (3)

9 (of 12) were considered “initially eligible” to apply according to CCDOC criteria

- Of the 9 determined to be initially eligible by CCDOC criteria, all 9 were ultimately approved to start PRP. (i.e.- there were no prosecutor objections, nor any other internal reasons for disqualification (such as disciplinary issues after the point of application or failure to complete an approved release plan).

Of the 9 that did participate in the PRP:

- 7 of the 9 participants were ultimately successful in completing the Program. Of these seven, five were employed and working at least part time for at least a portion of their time on PRP.
- Of these 7, the number of days on PRP ranged from 22 to 120 days; and the total number of ‘jail days’ on the Partial Release Program, among the 7 participants, was 558 days. This translates to 397 days of community- based rehabilitation and a more graduated approach to release/reentry planning and community reintegration services.
- This translates to 397 “Jail Bed Days” at an estimated total savings of \$45, 258.00\*
- 0 participants were terminated from the Program for non-compliance with rules:

o Comparison to Partial Release Program CY 2018:

Last year there were:

- 9 total participants/9 successful completions
- For a total of 558 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, 2018-December 31, 2018**

|  | <u>2018</u> | <u>(2017 Comparison)</u> |
|--|-------------|--------------------------|
| <u>Total new cases:</u>                  | 310         | 304                      |
| Issue:                                   | 302 (97%)   | 287                      |
| (94%) Brown/Lanza:                       | 8 (6%)      | 17                       |
| (6%)                                     |             |                          |
| <u>Gender:</u>                           |             | 197                      |
| Male:                                    | 231 (75%)   |                          |
| (65%)                                    |             | 107                      |
| Female:                                  | 79 (25%)    |                          |
| (35%)                                    |             |                          |
| <u>Sentencing Status:</u>                |             |                          |
| Pre-sentenced:                           | 119 (39%)   | 145 (48%)                |
| Sentenced:                               | 83 (59%)    | 151 (49%)                |
| Federal:                                 | 7 (2%)      | 8 (3%)                   |
| <u>Level of Case Management Service:</u> |             |                          |
| Full Assessment/Release-Reentry Plan:    | 190 (61%)   | 162 (53%)                |
| Brief/Focused Intervention:              | 120 (39%)   | 142 (47%)                |

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

|   | <u>2018</u> | <u>2017 (Comparison)</u> |
|---|-------------|--------------------------|
| <u>Percent of offenders presenting with:</u>    |             |                          |
| Alcohol/Drug                                    | 89%         | 88%                      |
| Mental Health                                   | 60%         | 67%                      |
| Unemployed: (not on SSI)                        | 42%         | 66%                      |
| Homeless or at risk of:                         | 21%         | 30%                      |
| Disabled (on SSI or SSDI)                       | 18%         | 13%                      |
| Developmental Disability                        | 0%          | 1%                       |
| <u>Offense correlated with Substance Abuse:</u> |             |                          |
| (of those with a Substance Use Disorder):       | 92%         | 88%                      |

|   | <u>2018</u> | <u>2017 (Comparison)</u> |
|---|-------------|--------------------------|
| <u>Primary Drug of Choice:</u>              |             |                          |
| Heroin/Fentanyl*                            | 61%         | 73%                      |
| Alcohol                                     | 20%         | 12%                      |
| Marijuana                                   | 4%          | 4%                       |
| Prescription Opiate                         | 1%          | 3%                       |
| Cocaine                                     | 13%         | 6%                       |
| Synthetic                                   | 2%          | 1%                       |
| Other pills                                 | 1%          | 1%                       |
| <u>Ohio Risk Assessment Level</u>           |             |                          |
| Low Risk:                                   | 10%         | 9%                       |
| Moderate Risk:                              | 21%         | 24%                      |
| High Risk:                                  | 58%         | 53%                      |
| Very High Risk:                             | 11%         | 14%                      |
| <u>Housing Status at Intake:</u>            |             |                          |
| Stay with family member:                    | 51%         | 45%                      |
| Rents an apartment:                         | 16%         | 14%                      |
| Homeless or potentially homeless:           | 21%         | 30%                      |
| Stay with friend:                           | 9%          | 10%                      |
| Rents a room:                               | 1%          | 0%                       |
| Owens a home:                               | 2%          | 1%                       |
| <u>Educational Level:</u>                   |             |                          |
| 8 <sup>th</sup> grade or less:              | 0%          | 2%                       |
| Some high school:                           | 21%         | 17%                      |
| GED/Hi Set:                                 | 27%         | 31%                      |
| High School Diploma:                        | 47%         | 47%                      |
| College diploma:                            | 5%          | 3%                       |
| <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:                                  | 9%          | 12%                      |
| Private insurance:                          | 6%          | 6%                       |
| State/Federal (Medicaid and/or Medicare)    | 19%         | 24%                      |
| New Hampshire Health Protection Program     | 66%         | 58%                      |

\*heroin and fentanyl remain 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. That said, over the past year, it has become increasingly rare to see UA results showing heroin at all

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

|   | <b>2018</b> | <b>2017 (Comparison)</b> |
|---|-------------|--------------------------|
| <u>Completed Referrals at Release-Reentry: (Housing related)</u>        |             |                          |
| Emergency Shelter(s)  | 23          | 17                       |
| Tent (donation)   | 1           | 8                        |
| 2 <sup>nd</sup> Chance  | 0*          | 7                        |
| Winchester Rooming House  | 2           | 0**                      |
| Monadnock Peer Support Respite  | 2           | 0**                      |
| Informal Housing (family/friend)  | 15          | 19                       |
| Intermediate Housing (SCS, KHA Programs):                               | 6           | 4                        |
| *2 <sup>nd</sup> Chance closed in 2017                                  |             |                          |
| **Newly identified housing resources in 2018                            |             |                          |
| <u>Completed Referrals at Release-Reentry (Substance Use Disorders)</u> |             |                          |
| Alcohol/Drug: (Residential Level of Care)                               |             |                          |
| Phoenix House   | 13          |                          |
| Farnum Center   | 1           |                          |
| Keystone Hall   | 7           |                          |
| Antrim House  | 5           |                          |
| Vermont Program   | 1           |                          |
| Other:  | <u>9</u>    |                          |
| (Residential Level of Care Total):                                      | 36          | 43                       |
| Alcohol/Drug:   |             |                          |
| (Outpatient Level of Care):   | 42          | 44                       |
| Alcohol/Drug: (Intensive Outpatient Level of Care)                      |             |                          |
| Phoenix House   | 5           |                          |
| Community Improvement Associates  | <u>12</u>   |                          |
| (Intensive Outpatient Level of Care Total):                             | 17          | 29                       |
| Alcohol/Drug: (Medication Assisted Treatment)                           |             |                          |
| Keene Metro   | 28          |                          |
| Groups Recover Together   | 19          |                          |
| Brattleboro Retreat HUB Program   | 4           |                          |
| Antrim House  | 2           |                          |
| Cheshire Medical Center   | <u>2</u>    |                          |
| (Medication Assisted Treatment Total):                                  | 55          | 55                       |
| <u>Completed Referrals at Release-Reentry (Other):</u>                  |             |                          |
| Mental Health Services:   | 26          | 29                       |
| Anger Management/DV Program   | 13          | 4                        |
| Medical/Primary Care:   | 112         | 87                       |
| Employment/Vocational Support:  | 30          | 16                       |

Basic Needs/Assistance/Insurance/Other:

|                                       |    |    |
|---------------------------------------|----|----|
| SSDI                                  | 20 | 12 |
| Medicaid/NH HPP (new application)     | 15 | 18 |
| Medicaid/NH HPP (renewal application) | 28 | *  |
| DCYF Involved                         | 20 | 25 |
| Child Support Modification            | 2  | 0  |
| Replacement Social Security Card      | 11 | *  |

\*Data not kept, or Program did not exist in 2017

**2018    2017 (Comparison)**

**Offenders Released to Monitoring/Court Ordered Programs:**

|                             |     |     |
|-----------------------------|-----|-----|
| Probation:                  | 144 | 141 |
| CCASP/MH Court Program:     | 26  | 23  |
| Cheshire County Drug Court: | 11  | 18  |

**Disposition at release: County/State**

|                                    |     |     |
|------------------------------------|-----|-----|
| % released within Cheshire County: | 83% | 84% |
| % released to Massachusetts:       | 4%  | 5%  |
| % released to Vermont:             | 3%  | 2%  |
| % released to Rockingham County:   | 0%  | 0%  |
| % released to Sullivan County:     | 2%  | 2%  |
| % released to Hillsborough County: | 3%  | 2%  |
| % released to Another NH County:   | 3%  | 2%  |
| % released to other state:         | 2%  | 3%  |

**Offender Recidivism (within Cheshire County DOC)**

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

|       |   |
|-------|---|
| 2017: | 30.9%   |
| 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):**

|       |                                    |
|-------|------------------------------------|
| 2017: | *Data not available until Jan 2021 |
|-------|------------------------------------|

|       |   |
|-------|---|
| 2016: | *Data not available until Jan 2020              |
| 2015: | 42.4%   |
| 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 Report**

Major Hank Colby who served in this position for over 17 years retired. His replacement was chosen by an objection selection Board made up of three professionals from outside of the institution. Major Colby's replacement is Lt. Erica Nye, who was our Assistant Booking Commander. Lt. Nye's report is as follows:

At the beginning of the year, I spent a majority of my time transferring all of the paper files in the Programs Office to Excel Spread Sheets. All of the Expense Reports, Program Attendance Files, and Volunteer Information have now been transferred to the computer.

In February, A Volunteer Orientation was conducted so that all of our State and Federal required paperwork would be up to date and it is kept in my office in a binder. The Volunteers contact information is also on the computer for easy access. Today, we have 109 Approved Volunteers that have all completed Volunteer Orientation and have the proper up to date paperwork and completed background checks. Every time a new volunteer is added to the facility volunteer roster an updated list is given to the receptionist, the control room,

the supervisor, and each day room. If the person's name is not on the list, then they are not allowed into the facility. This ensures that everyone has completed the required paperwork and orientation.

Over the summer, the Programs Department partnered with The SAU 29 Learning Center and we acquired a part time tutor who now comes to the jail and runs the Hi-Set Program. We have had 4 inmates that successfully passed the test this year and we consistently have about 20 inmates enrolled in Hi-Set Tutoring Sessions, with approximately 8 Tutors.

I have conducted numerous tours over the last year for many law enforcement agencies, community groups and schools. Jumpstart, a group of recovery coaches, Leadership Monadnock, Keene State College Criminal Justice Classes, Court ordered tours for NH Probation, Victory School Students and A group of Sheriffs and builders from the western United States that were interested in the model of our facility.

We currently have an Inmate Program Schedule with approximately 35-40 different programs many of which are offered to both the males and the females such as Bible Studies, NA, AA, Hi-Set, Meditation, Yoga, Recovery Coaching, Parenting Skills, and Peer Support Groups etc.

One of the new programs that I requested help with initiating this year was a Job Skill Class. The IT department installed 5 unused computers and a printer that had only word processing capabilities so that inmates could attend a class and write a resume. Our intention was that when the inmate left the facility, they would leave with a resume that would be ready to go to apply for a job immediately.

A few other new programs from 2018 were Poetry and Prose Writing, Journaling, Painting, Mandala and Meditation, Soul Moves and a Spanish Bible Study.

On side note we have some new recovery coaches coming in from the Keene Serenity Center and that seems to be going well.

We ended 2018 with a new Chaplain, Deacon Ken Swymer, who sent out a contact letter to other religious leaders at the jail and in the community.

Also, Rob Waters with Homeless Outreach is going to start working with Case Management and myself to help those inmates that are about to be released pre-plan for housing. We are currently working together to get this program ready to launch later this month.

LT Nye, Director of Inmate Programs

### **Training and Staff Development,**

Major Knowles, the Director of Training and Staff Development also retired. His position was reorganized under the internal affairs department and his replacement is Lt. Amy Byam. Lt. Byam has been exceptional at drafting the 2019 training schedule and delivering the remainder of 2018. All Group II officers met their minimum training requirements.

We currently have 53-line staff consisting of 46 Men and 7 Women.

We hired 13 officers in 2018 which equates to a 24.5% turnover rate. All positions are currently filled and 75% of those officers are certified. 66% of the officers have less than 5 years on the job and 53% have less than 3 years.

### **Correctional Commander's Statistics**

Oleoresin Capsicum (Pepper Spray) was on the scene of an incident 365 occasions.

OC was displayed, as in preparation to deploy on 31 occasions.

OC was actually deployed on 10 occasions.

Certified Operators of the Taser Displayed on 12 occasions, but there were 0 deployments of the Taser.

### **2018 Suicide attempts**

02 on 1<sup>st</sup> shift 0700 – 1500 hrs.

02 on 2<sup>nd</sup> shift 1500 – 2300 hrs.

00 on 3<sup>rd</sup> shift 2300 – 0700 hrs.

Of these, 3 were County inmates and 1 was a Federal inmate. The Federal inmate had to be transported to the ER via Ambulance.

**2018 Unscheduled transports: these Numbers do not reflect transport by booking for Protective custody or Releases**

29 for the year

County inmates- 18

Federal inmates- 8

Protective custody-2

Protective custody-1 EMT was called in but inmate refused treatment.

Employee- 1

Transported out by Ambulance- 11 (03 Federal / 2 PC / 5 county / employee 1)

Transported by county Cruiser- 18 (5 Federal and 13county)

**2018 Transport Log**

**Federal Transports**

| <b>Month</b>   | <b>Number of Transport</b> | <b>Total Hours</b> |
|----------------|----------------------------|--------------------|
| January        | 17                         | 139                |
| February       | 15                         | 150                |
|                | 1- hospital stay           | 508                |
| March          | 20                         | 169.5              |
| April          | 24                         | 260                |
| May            | 22                         | 220                |
| June           | 21                         | 233                |
| July           | 11                         | 83                 |
| August         | 28                         | 264.5              |
| September      | 23                         | 217.5              |
| October        | 21                         | 194.5              |
| November       | 9                          | 79                 |
| December       | 12                         | 127                |
| <b>TOTALS:</b> | <b>224</b>                 | <b>2645</b>        |

**County Transports**

| <b>Month</b> | <b>Number of Transports</b> | <b>Total Hours</b> |
|--------------|-----------------------------|--------------------|
| January      | 6                           | 13                 |
|              | 1-hospital stay             | 102                |
| February     | 4                           | 11                 |
|              | 1-hospital stay             | 117.5              |
| March        | 2                           | 11                 |
|              | 1-hospital stay             | 91.5               |
| April        | 4                           | 24                 |
| May          | 3                           | 7.5                |
|              | 1-hospital stay             | 204                |
| June         | 13                          | 36                 |
| July         | 8                           | 51                 |
| August       | 5                           | 9.5                |

|               |                 |               |
|---------------|-----------------|---------------|
| September     | 2               | 6.5           |
|               | 1-hospital stay | 65            |
| October       | 6               | 39            |
| November      | 9               | 45.25         |
| December      | 6               | 11.5          |
| <b>TOTAL:</b> | <b>73</b>       | <b>845.25</b> |

| Month         | Per Diem Officers    |              |
|---------------|----------------------|--------------|
|               | Number of transports | Total Hours  |
| January       | 4                    | 16           |
| February      | 2                    | 9            |
| March         | 1                    | 3.5          |
| April         | 3                    | 12.5         |
| May           | 4                    | 30.5         |
| June          | 1                    | 8            |
| July          | 3                    | 17.5         |
| August        | 5                    | 22           |
| September     | 7                    | 38           |
| October       | 4                    | 23           |
| November      | 0                    | 0            |
| December      | 1                    | 8.5          |
| <b>Total:</b> | <b>35</b>            | <b>188.5</b> |

### Totals for 2018

|                         |   |
|-------------------------|---|
| Federal Transport:      | 224 transports<br>2645 total hours<br>2645 = \$ 79,350.00 |
| Mileage:                | 24,964 x .545 = \$13,605.38                               |
| Total transport Revenue | \$92,955.38   |
| County transports       | 73 total transports<br>845.25 total hours                 |
| Total transports:       | 297   |
| Total hours:            | 3,490.25  |
| Per diem hours:         | 35 officers<br>188.5 total hours                          |

### Totals for inmates housed 2018

|                             |                             |
|-----------------------------|-----------------------------|
| Vermont Federal:            | ADP - 35.6- \$ 1,364,895.00 |
| NH Federal:                 | ADP - 17.4- \$667,380.00    |
| Total charged housing 2018: | ADP - 53 - \$2,032,275.00   |

## 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:     | 8   |
| Keene Circuit Court:   | 186 |
| Jaffrey Circuit Court: | 2   |
| Other Courts:          | 21  |

### 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. My duties include reporting to the court and prosecutors periodically about those individuals and their test results. I have on occasion been asked to provide brief input about an individuals' participation in this condition. In the last year we conducted 290 tests on individuals in this program. Currently CCDOC carries the cost of the drug tests. The total cost for these tests is \$1,305.00 (290 x \$4.50) in supplies and 72.5 work hours.

UA Numbers:

DC: 573  
PT: 290  
HOC: 759

### 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)

|      |                       |                   |
|------|-----------------------|-------------------|
| 2016 | 1,073 tests conducted | 268.25 work hours |
| 2017 | 796 tests conducted   | 199.00 work hours |
| 2018 | 573 tests conducted   | 143.25 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)

|      |              |                 |
|------|--------------|-----------------|
| 2016 | 76 Bookings  | 38 work hours   |
| 2017 | 104 Bookings | 52 work hours   |
| 2018 | 69 Bookings  | 34.5 work hours |

Additionally, we have conducted 759 urine tests for HOC inmates. This includes Electronic Monitoring, random, and tests ordered by the court for self-committals.

**Felony First**

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. My duties include regular communication with the courts regarding overnight arrests that need to be seen for arraignment. We were recently asked by the state to submit a report on the findings of the felony first program after it being in place for 2 years. I will include this report as an attachment rather than paste it all here.

**Average Daily Inmate Population**

| <b>YEAR</b> | <b>ADP</b>                        |
|-------------|-----------------------------------|
| 2008        | 92                                |
| 2009        | 94                                |
| 2010        | 139 * New Jail Open (April)       |
| 2011        | 161                               |
| 2012        | 162                               |
| 2013        | 136                               |
| 2014        | 149                               |
| 2015        | 159                               |
| 2016        | 159                               |
| 2017        | 142                               |
| <b>2018</b> | <b>152 ~ 11-year average 140.</b> |

**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 |

**2018 BOOKING STATISTICS**

Inmates Booked w/ Charges-Pretrial and Sentenced (includes federal offenders) = 1,152

- Males----- 888
- Females----- 267
- Males; excluding federal offenders----- 759
- Females; excluding federal offenders----- 238

|   |       |
|---|-------|
| Protective Custody Bookings-----  | 403   |
| • Males-----  | 318   |
| • Females-----  | 85    |
| Total Bookings (includes re-bookings for weekend sentences) -----       | 1,592 |
| Total Releases (includes multiple releases for weekend sentences) ----- | 1,630 |

**DEMOGRAPHIC BREAKDOWN BY AGE**

**(2017)**

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

**(2018)**

| <b>AGE</b>   | <b>Male</b> | <b>Female</b> | <b>Total</b> | <b>Percent</b> |
|--------------|-------------|---------------|--------------|----------------|
| Ages 17 – 25 | 258         | 48            | 306          | 19.64%         |
| Ages 26 – 35 | 497         | 163           | 660          | 42.36%         |
| Ages 36 – 45 | 245         | 83            | 328          | 21.05%         |
| Ages 46 – 55 | 147         | 35            | 182          | 11.68%         |
| Ages 56+     | 59          | 23            | 82           | 5.26%          |

**DEMOGRAPHIC BREAKDOWN BY RACE**

| <b>RACE</b>    | <b>TOTAL</b> | <b>Percent</b> |
|----------------|--------------|----------------|
| Black          | 164          | 9.94%          |
| White          | 1,306        | 84.01%         |
| Latin/Hispanic | 76           | 4.87%          |
| Other Races    | 12           | 0.77%          |

**BOOKINGS BY AGENCY-2018**

|  |     |
|--|-----|
| Alstead  | 3   |
| Cheshire County Sheriff’s Office                   | 178 |
| Cheshire County Superior Court                     | 49  |
| Chesterfield                                       | 11  |
| Dublin   | 7   |
| Fitzwilliam  | 8   |
| Gilsum   | 0   |
| Harrisville  | 0   |
| Hinsdale   | 60  |
| Jaffrey  | 28  |
| Jaffrey-Peterborough District Court Self-Committal | 7   |

|                                     |     |
|-------------------------------------|-----|
| Keene                               | 469 |
| Keene District Court Self Committal | 48  |
| Marlborough                         | 13  |
| Marlow                              | 0   |
| Nelson                              | 1   |
| Probation/Parole                    | 44  |
| N.H. Fish and Game                  | 1   |
| N.H. State Police                   | 93  |
| Richmond                            | 1   |
| Rindge                              | 16  |
| Roxbury                             | 0   |
| Spofford                            | 0   |
| Stoddard                            | 1   |
| Sullivan                            | 0   |
| Surry                               | 0   |
| Swanzey                             | 71  |
| Troy                                | 10  |
| Walpole                             | 22  |
| Westmoreland                        | 0   |
| Winchester                          | 37  |
| US Marshals-VT                      | 126 |
| US Marshals-NH                      | 30  |
| US Prisoner Transport               | 201 |

**The average length of felony pretrial detention for calendar years 2014-2018**

- 2014-111.56 days
- 2015-108.82 days
- 2016-65.48 days (the year felony first was implemented)
- 2017-73.54 days
- 2018-50.42 days

**The number of pretrial felony inmates (male and female combined) held annually for calendar years 2014-2018**

- 2014- 132
- 2015- 214
- 2016- 192
- 2017- 188
- 2018- 181

**How has Felonies First impacted your staff's workload?**

Overall with the implementation of Felonies First we have seen a drastic reduction in the number of times that we have to transport offenders to the Booking department for court

appearances and video arraignments. This means fewer searches needed for transports outside the facility and subsequent searches upon their return. Fewer trips out also translates into fewer opportunities to introduce contraband into the facility as well.

### **What efficiencies have resulted from Felonies First?**

The greatest efficiency from Felonies First is in tracking the case through completion. No longer having to track the case through Circuit court and then the bound over to Superior has been huge. The old way had us ending up with double entries into our system and this created confusion when trying to determine the status of charges for release eligibility. Additionally, the decrease in movement within the facility from not having duplicate hearings in Circuit court and then in Superior has made life much easier. Reduction in movement has saved not only time but also reduces opportunities for introduction of contraband.

## **2018 Mental Health and Substance Abuse Recovery Services Annual Report**

Mental Health and Substance Abuse Recovery Services 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 maintains an individual caseload of approximately 65% of the inmate population. Inmates with severe mental illness, behavioral disorders, and suicide and violence risk are prioritized. Barnes completed mental health assessments on 350 inmates in 2018. His 2018 mental health and substance use statistics are listed on the final pages of this annual report.

### **Substance Abuse Recovery Services**

In 2018, our two full-time Substance Abuse Recovery Counselors, Danielle Marshall, LMHC, LADC I, and Angel Ortiz, MLADC, each provided weekly individual counseling to 20-25 inmates and facilitated weekly Recovery Groups on each housing unit and co-facilitated the Moral Reconciliation Therapy (MRT) program in D-Block and K-Block. Angel also initiated the MRT program in F-Block in March. In 2018, 236 men and 39 women participated in Recovery Groups, and 68 men and 29 women participated in the MRT program.

Danielle completed an internship here during the final year of her Master's degree in Clinical Mental Health Counseling at the Antioch University, 2011-2012. She received her LCMHC license in 2014 and returned to the CCDOC as a full-time counselor in July 2016. Danielle completed all requirements for the Master's-level Licensed Alcohol and Drug Counselor (LADC I) in 2018. She was married in September and she is now Mrs. Danielle Brown.

Angel rejoined our staff on a full-time basis in January after our prior counselor, Stacey Lanza, LCMHC, accepted a position with the Cheshire County Drug Court in December 2017. Angel completed an internship here during the final year of his Master's degree in Human Services at Springfield College in 2012 and then worked part-time as a grant funded counselor from January

2013 through September 2014. He received his MLADC licensure in 2014 and he is actively working toward his LCMHC licensure. Angel accepted a supervisory position with Keene Metro Treatment Center in December and completed his work here on 12/21/18. We intend to hire a well-qualified counselor to fill this position in early 2019.

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 2018, 71% of the 145 inmates that received individual substance abuse recovery counseling met criteria for Opioid Use Disorder.

To more effectively address the degree to which the opioid crisis continues to affect our inmates and our community we are actively developing a policy and procedures for increasing the continuity and initiation of Medication Assisted Treatment (MAT) such as methadone and suboxone through the coordination of our medical, mental health, substance abuse recovery, and case management services in collaboration with MAT providers in the community.

### **Substance Use Statistics in 2018:**

Of the inmates that received individual counseling the primary drugs of use were as follows:

- 71% - Opioids (primarily fentanyl)
- 64% - Marijuana
- 36% - Crack Cocaine
- 33% - Alcohol

### **Moral Reconciliation Therapy (MRT)**

We initiated a Moral Reconciliation Therapy program for male inmates in February, 2017 and for female inmates in March 2018. It must be facilitated by counselors who have completed the 40-hour MRT training. Danielle completed the training in 2016 and Angel completed the training in 2014.

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 the final 4 steps are completed in the community. The group meets in the Event Room and is offered to men in K-Block, to a combined group of men from D-Block and S-Block, and to the F-Block women. 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. Although we expect relatively low completion rates as many inmates will be released prior to completing the required 16 group sessions, 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.

### **MRT Statistics in 2018:**

**K-Block, D-Block, and S-Block Men:**

68 - participated in the program

24 - completed the program

20 - were unable to complete due to release or transfer

6 - dropped out of the program

18 - were actively participating at the end of 2018 and will work toward completion in 2019

**F-Block Women:**

29 - participated in the program

2 - completed\*

\*The low completion rate is primarily due to female inmates being released prior to completing the required 16 sessions.

**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 on a daily basis. *The Mindfulness Group* was offered on Wednesdays to F-Block women and the men in S-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. Rebecca brought her work here to completion in August to devote more time to her massage therapy practice. Our intern from Antioch University, Malinda LaVelle, will initiate a similar mindfulness program in early 2019.

**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. Five doctoral-level trainees provided clinical services for inmates in 2018, with each trainee providing 1-3 clinical hours per week at the CCDOC. In addition to providing individual counseling for D-Block inmates, Trainee Jaqueline Gilbert also co-facilitated the Mindfulness Program with Rebecca Marshall from February through July.

Our Department also continues to provide a Mental Health Counseling Internship for Master's-level students with Danielle Brown serving as the primary supervisor. During the spring semester of 2018, Mental Health Intern Lindsey Tatro from the Clinical Mental Health Counseling program at Antioch University provided 15 hours of weekly service which included individual and group counseling. In August 2018, Danielle began to supervise Mental Health Intern Michelle Bourassa who is also in the Clinical Mental Health Counseling program at Antioch University. Michelle will provide individual and group counseling for inmates until her internship concludes in late April 2019.

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 30-90 hours of clinical service.

### **Interdepartmental Collaboration and Professional Development**

Barnes and Danielle attended the 2-day New England Summit on the Opioid Crisis in Bedford MA in November along with members of the Medical Services staff to enhance their knowledge about the complex medical, mental health, and recovery needs of inmates that suffer with Opioid Use Disorder. Barnes also attended the 2-day NH Behavioral Health Summit in Manchester NH in December where he attended workshops on ethics, suicide prevention, and responding to sudden deaths due to suicide or overdose,

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 NH Corrections Academy in December 2006.

Danielle received her Master's-level Licensed Alcohol and Drug Counselor I (LADC I) license in August 2018 so she is now fully credentialed as she continues to provide excellent individual and group counseling and case management services for inmates with mental health disorders, substance use disorders, and co-occurring disorders.

### **2018 Mental Health and Substance Abuse Statistics**

#### **350 inmates were assessed by the Mental Health Clinician**

- 1 required transfer to New Hampshire Hospital
- 0 required transfer to the Secure Psychiatric Unit
- 82% (288) received psychoactive medication
- 59% (169 of 288) had received psychoactive medication from a psychiatrist or primary care provider prior to incarceration
- 71% (248) met criteria for co-occurring disorders (significant mental health impairment)
- 88% (308) met criteria for alcohol and/or drug abuse or dependence
- 18% (62) met criteria for alcohol abuse or dependence 7% (25) abused alcohol and no drugs
  
- 80% (283) met criteria for drug abuse or dependence
- 59% (207) met criteria for Opioid Use Disorder (6 assessed in 2018 died due to overdose)
- 57% (199) met criteria for a personality disorder (primarily Antisocial and Borderline PD)
- 3% (11) assessed to be at high risk to attempt suicide (58 placed on suicide observation)
- 4% (15) assessed to be at high risk to be violent
- 25% (87) were women

- 16% (57) were federal inmates
- 23% (80) will reside outside of Cheshire County upon release
- 55% (192) had been assessed by the Mental Health Clinician during prior incarceration(s)

Inmates per age group who received a mental health assessment:

|       |           |
|-------|-----------|
| 18-19 | 2% (7)    |
| 20-29 | 37% (130) |
| 30-39 | 39% (137) |
| 40-49 | 13% (44)  |
| 50-59 | 7% (25)   |
| 60+   | 2% (7)    |

I am grateful to have the opportunity to work with so many dedicated professionals who are committed to providing the best possible correctional service.

On behalf of the entire staff of the Cheshire County Department of Corrections,

R.N. Van Wickler  
Superintendent

## **Cheshire County Department of Information Technology 2018 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 2018, the Cheshire County network comprised over 300 workstations, 60 application, data, and management servers (physical and virtual), 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.

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.

The County's self-hosted email system went online in March, providing previously unattainable levels of security and archiving. The system handled over 1.2 million emails in the first ten months of operation. Operating costs for email have been reduced to a fraction of those charged by outside providers. Similarly, the county's secure file-exchange service was put into operation in August. Designed to allow files to be exchanged securely both internally and with outside agencies, the system stores all data securely on premise at the County's data center. Significant cost savings were achieved by migrating this application away from external providers.

As part of ongoing maintenance, the IT Department coordinated an upgrade to the Department of Corrections security system. The upgrade was accomplished on time, under budget, and without noticeable interruption of the jail's operation. The changes implemented ensure the system will continue to operate reliably into the foreseeable future.

The requirement to implement and maintain a cohesive and comprehensive cybersecurity practice is a critical mission for this department. Monitoring of our public interfaces shows a nearly constant stream of deliberate attempts to gain access to our systems from all across the globe. On average, malicious actors attempt to penetrate our security over 750,000 times per month. In response, we continue to harden our systems to resist intentional malicious activity with techniques such as geo-blocking of foreign nations, security vulnerability testing, and on-going security audits.

In 2018, the IT Department continued our move from a reactive security posture to one that is proactive by deploying the first major component of our SIEM (security information and event management) system. Our interactive log analysis system monitors and stores events from all security-related firewalls, network switches, and servers on all campuses. The configuration and programming is being performed exclusively by County staff, at a significant savings over commercial equivalents. The system will enable automated security analysis, providing improved situational awareness and incident detection.

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.

A core responsibility of the IT Department is to ensure the availability of computing resources to all County departments when and where required and to ensure the County's continuity of business. Cheshire County has a comprehensive business continuity program in place which is reviewed, updated, and tested regularly. The program provides for continuation of client services in the event of a disruption – within minutes in most cases.

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.

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 and its mission.

Respectfully Submitted,

Robert L. Hummel  
Director of Information Technology  
Cheshire County

## **Human Resources Department Annual Report 2018**

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 – 2018**

Human Resources is actively involved in overseeing the County's hiring and termination process. In 2018, 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 2018: 82

Total number of employees terminated from Cheshire County in 2018: 57

In conjunction with Maplewood's Administration and Nursing Services, HR worked to create a collaboration with LNA Health Careers in establishing an LNA class at Maplewood. We will be holding this class 3-4 times per year with the first class starting February 2019. This collaboration will allow us to assist current Maplewood staff in becoming LNAs which, in turn, benefits Maplewood.

### **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 = 9.43%

24 Service Requests

- Employee/Household members *calling* for EAP Services - 14
- Employee/Household member *referred* to EAP Counselor - 10

#### **Top presenting issues:**

- Emotional/Psychological – 50%
- Family Problem/Child – 16.67%
- Marital/Couple – 16.67%
- Other Issues – 16.67%

## **ANNUAL REPORT FOR 2018 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 two 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 its campus. Assisted Living offers a less costly level of care (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 support care (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. In 2018, Maplewood received its second year of deficiency-free surveys, as well as several national commendations, including the Eli Pick facility award and recognition by US News and World Report as being one of the best nursing homes in New Hampshire.

### **Staffing Challenges:**

In addition to difficulties with filling nursing positions, we are experiencing increasing difficulties in filling Dietary as well as Environmental Services positions. The unemployment rate locally has dipped below 2%. While we saw a decline in nurse position turnover (8%), we remain far from having all our positions filled. At one point in 2018, neither of our 11-7 RN positions were filled, and one has been vacant since 2015. Our nurse management team had to pick up all of these 11-7 shifts for many weeks in addition to other coverage needs when our staffing numbers were very low, and call-outs occurred for which we could not find a replacement skilled worker to cover.

Our LNA turnover for 2018 was 33%, a decrease from 2017, however we experienced a 45% vacancy rate by the end of the year. We have occasionally had to ask a nurse to staff for some LNA shifts. The impact to Maplewood is that we continue with as many as 30 bed closures in order to balance available staff with resident needs. The health providers in the Monadnock region have met monthly for 3 years now to continue to explore potential ways to address these issues that plague our whole region (and plague us nationally).

### **Update on Maplewood’s Construction/Renovation Project:**

After nearly 10 years of study, in the spring of 2017 the full body of the Delegation of Cheshire County voted to bond just under 36 million dollars for a building renovation and addition to Maplewood. Once the bond was secured, work on the details of the plans began in earnest. Early 2018 saw us initiate plans to relocate from the administrative wing in preparation for its demolition for the new addition to take its place. Part of the Admin wing had included the reception area and mail room. To prepare for this move, we renovated the Assisted Living Conference room into 2 rooms, with one portion to function as the temporary office supplies, copier, and mail room. We replaced the used clothing closet with a restroom. These alterations facilitated the transformation of the existing ALF entry into our temporary main entrance. There were a number of contributing factors in the decision to retire/remove our therapy pool. These included major unanticipated costs needed to replace aging components, combined with

challenges faced by plumbing on the main floor of the old nursing home. Many staff displaced from the Admin wing have been temporarily located in the therapy area/treatment rooms and former pool room. IT at Maplewood was moved to our old Chapel location, renovated to suit Computer Operations. The new wing will see the Chapel re-established with all the beautiful donated pieces (currently in storage) that comprised our original Chapel. We also took 2 more resident rooms out of service; one to serve as our temporary staff development office, the other to be a mock-up room to trial and test options planned in the new resident room set-ups.

Prior to demolishing the Administrative wing, we needed to install a completely new fire alarm system, and move the server room and the entire phone system. Given that the ground floor area was part of the demolition, we reprogrammed the main elevators to descend only to first floor, where people now traverse the building to ALF to access that elevator to ground floor in ALF. Additionally, all old waste piping was replaced under the area directly in front of the ground floor elevators.

In June, the Commissioners determined the need to change construction companies, and DEW MacMillin teamed up with us to take over. Within a few weeks, we were back on schedule, and the Administration wing was prepared for full demolition. We held our Ground-Breaking ceremony on September 20<sup>th</sup> with the partly demolished Admin wing as the backdrop. Next, asphalt was removed to dig up old pipes, and all wastewater piping was replaced and prepared for the new addition foundation work. Additional power lines were brought up the hill and major work began on our loading dock. We needed also to dig up/remove the old oil tanks and bring in temporary above-ground heating fuel tanks.

The removal of the old concrete foundation, followed by pile driving came next and was a noisy reverberating experience, but staff and residents took this in stride with excitement and anticipation. New concrete pouring began by late October; followed by rebar, digging for the new elevator pit, and replacing the grease trap. In November, all remaining road drainage structures were removed and replaced, and just after Thanksgiving, the road was ready for repaving. Ducting was moved in November to make way for the steel and new addition. It was necessary to add an automatic flagger to manage traffic around the addition site back to the staff parking lot – this will be in place for all of 2019 as well. Foundation work continued through December, and finally, the steel was scheduled to arrive just after the first of the year, 2019.

### **Medicaid Managed Care:**

New Hampshire counties and the New Hampshire Health Care Association have worked together to stop the rollout of Managed Medicaid for Long Term Care and Support Services (applicable to Choices for Independence county residents including assisted living and nursing home care). We prevailed during the 2018 legislative session in eliminating this funding option. All stakeholders (with the exception of the managed care companies) agreed this funding move would have been detrimental to our operations and in particular to our vulnerable elders. Much discussion and some studying of alternatives to Managed Medicaid have been underway since. Somewhat unanticipated, the Commissioners of DHHS found a new opportunity to look at the Pro-Share funding, thus enabling our state to bring additional matching dollars, and these have assisted in funding the Integrated Delivery Network programs.

**Administration Department: Kathryn Kindopp, Nursing Home Administrator.**

Headed by the Nursing Home Administrator, the Maplewood Administration Department includes the Executive Assistant who currently supervises a staff of 6 Receptionist positions (1 fulltime, 2 part-time, and 3 on-call). The Executive Assistant and Receptionists routinely provide support services to the Administration, Nursing, and other departments. Receptionists are scheduled 68.5 hours/week, 7:30am-6pm Mon-Fri, with all holiday and weekend hours 8am-4pm at the front desk. 2018 saw a turnover in both of our regular part-time and fulltime reception staff members. In 2018 Administration staff attended all required trainings and in-services. In August, temporary office relocations were established for the Administration wing offices, Reception, Mail Room, and Office Supplies for the duration of Construction Phase I.

**Administrator:**

In 2018, the Administrator served as a member of several associations and State committees, including the NH Association of Counties-Nursing Home Affiliates and the Office of the Long-Term Care Ombudsmen, and worked with other NH counties and the New Hampshire Health Care Association to successfully stop the rollout of Managed Medicaid for Long Term Care and Support Services during the 2018 legislative session. The Administrator attended weekly construction team meetings with the Facilities Director, Architect, Construction Contractor, and our Builder's Representative, and kept MNH staff updated on progress and any safety concerns via weekly email updates. In 2018, she led the Maplewood Team's successful effort in receiving a second year of deficiency-free State survey. She received a 2018 "Keene Sentinel Extraordinary Women" award and accepted the ACHCA 2018 Eli Pick Facility Leadership Award, for which fewer than 11% of facilities nationwide qualify.

**Executive Assistant:**

The Executive Assistant is responsible for providing a wide variety of administrative functions in support of the Administrator and the operations of the Nursing Home. This includes overseeing the Receptionists and acting as a liaison with Nursing Home and County Departments, in particular Finance, and with resident families, outside contacts, consultants, and the general public. In 2018, the Executive Assistant was involved in the following areas:

- Participated on committees including Safety, Disaster Plan, Falls Prevention, CQI/IP, Records Retention, and Water Management Policy.
- Sent twice monthly mailings of Care Plan meeting notices based on the MDS schedule, including Medicare notices re: issue of new ID cards in 2018.
- Initiated numerous updates to the MNH Admissions Packet and MNH Resident Handbook.
- Sorted monthly Resident Trust Account statements for unit social workers, checking that new admissions also had updated Financial Contact information in the Old ECS (per the New ECS).
- Scanned 110 sets of admissions documents to the Finance Dept.
- Sent donation thank you letters from the Administrator, and donor names lists to families.
- Edited numerous newsletter articles, letters, press releases, minutes, & Visitors' Guide.
  - Applied for renewals for CLIA certificate, Facility license, Administrator's PT license.
  - Ordered/maintained office supplies and worked to resolve Staples account issues for different county departments and locations.
  - Worked with Nursing and PT re: lobby wheelchairs needing to be returned to reception.
  - Sent MNH rate increase letter to private pay SNF, ICF, and TLC resident representatives.

**ECS & Resident Trust Funds:**

In Oct 2018, the Finance Department migrated to the New ECS for Resident Trust Accounts, making the dual use of the Old ECS no longer necessary for this purpose. The transition was smooth and efficient, and the New ECS offers better features and fewer steps for tracking and recording transactions. Our fulltime receptionist is now trained in entering certain transactions for up-to-date information on Resident Trust Account balances. In March, the Executive Assistant initiated a category for “Alternate Trust Account Signer” allowing Social Services staff to be single signers for transactions, removing the routine need for a second staff signature.

**Policies & Procedures:** (Executive Assistant is responsible for updates and distribution.)

- In 2018, 16 sets of MNH Department policies were routinely reviewed/revise along with 30 new/updated stand-alone policies within these sets.
- We added and revised 26 new and existing policies within the MNH Disaster Plan, and distributed these to the 41 binders on a quarterly basis. In the same red binder, The Fire Safety plan was reformatted into individual policies and procedures and was distributed in December.
- In September, a Water Management Policy committee formed to address Legionella prevention as a new Infection Prevention policy, which is to be finalized at the Q-1-19 CQI meeting.

**Receptionists:**

Receptionists answered the phone and handled call transfers/pages, greeted visitors and new admissions, 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 and W-2 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. 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. Our 3 retiree on-call staff members covered 39 shifts over 2018. This was fewer than normal due to the turnover in our two main receptionists, and the 6-month probation periods that our new hires needed to satisfy before being able to take earned time off. They:

- Organized birthday cards to 245 MNH staff members from Administrator & Department Heads.
- Scanned monthly logs of visitors, volunteers, clergy. Total = 10,400.
- Sent out Annual Flu Vaccine mailing for QAIC coordinator in August.
- Provided help on numerous Activity Department and ALF projects, as well as to the fundraising efforts of the MNH Auxiliary, the CCEA, and the Shepherd Program.
- Received donations in reception, and directed families as to drop off of resident items.
- Assisted Social Services in greeting new admissions and families to MNH.

**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.

**Admissions:**

This past year despite limited staffing, the facility admitted 83 residents. Out of the 83 admissions; 42 (51%) were admitted from Cheshire Medical Center. The previous year 65 residents were admitted, with 24 (32%) admitted from Cheshire Medical Center.

**Discharges:**

Maplewood had 58 deaths in 2018. The facility discharged 25 residents back to their homes or other facilities. Out of the 25 residents discharged, 18 were able to return to their homes.

**Referrals:** The department received 491 referrals from home, hospitals, or community agencies; as well as one from advertisement. Cheshire Medical Center accounted for 293 of the referrals resulting in 59.68% of all the referrals. The previous year of 2017 Cheshire Medical Center accounted for 277 of all referrals.

**Reasons why residents/family are choosing Maplewood:**

- Good reputation for excellent care
- They have had a family member here in the past
- We are not part of the Genesis Corporation
- Excited for the new building and private rooms
- Option for both ALF and NF
- We have a secure unit
- We offer lots of activities
- New information obtained from families of recent referrals: there is only 1 Medicaid bed available for Dementia/Alzheimer's unit in the state of NH now, and it is at Sullivan County Nursing Home which is still reviewing multiple referrals for that bed.

**Questions regarding construction:**

- How long will it be until it's completed?
- Will new residents be offered private rooms?
- How will the new building and private rooms affect the cost?

**Department Notes:**

This past year the department has continued to support the Adult Day Program to help support our community families. We continue to offer Respite services and Hospice services through our community partnerships as well as our dedicated staff at Maplewood. This past year we have continued to focus on "person-centered care" through in services, as well as working with direct-care staff and more importantly our residents and families who make up our Maplewood family.

**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. The addition will bring another approximately 62,000 square feet (with additional toilets, showers and sinks) for us to clean and care for.

Daily routines include cleaning of 96 toilets and sinks, along with dry mopping and wet mopping of tile floors. Our goal remains to complete daily resident room cleanings, with a more detailed cleaning weekly. With the new construction planned, we chose not to order any new drapes again in 2018. One vendor change happened in 2018 when an older company was taken over. We continue to receive State pricing whenever possible.

We increasingly find it difficult to hire new employees or to retain newer employees. We are seeing many moves to different states as one main example for staff leaving employment in the environmental services dept. This past year has been the most challenging staffing experience in 25 years. Despite this, the team does its best to keep up with cleaning and laundry processing.

We prioritize coverage and ensure resident areas take priority over management areas. We have begun to bring housekeepers down to laundry to continue production whenever necessary.

### **Laundry: Regina Holt, Laundry Supervisor**

Laundry has a demanding routine. Each day the staff wash, dry, and hand fold each item 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 2018, the Laundry staff processed a gross weight of 599,460 pounds, consisting of 9616 loads of laundry. This is roughly 38,000 pounds more than 2017 and nearly 72,000 more pounds than 2 years ago. The new washers (installed in 2017) continue to help us process more pounds per load, however, all of the laundry must be handled several times including sorting and ultimately folding. The Laundry Department has not been fully staffed at any point in time in 2018, and to process this high number, staffing shifts from housekeeping duties to laundry has been necessary; including frequent hands-on work from both the Laundry Supervisor as well as Environmental Services Director has been required.

### **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. Occupational therapy services often include upper extremity exercise, energy conservation training, safety education, adaptive equipment training, positioning and splinting for contracture and pain management, functional mobility training, education for family members and caregivers and home safety evaluations prior to a resident's return to the community. 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.

During 2018, approximately 80 residents participated in an occupational therapy program. The OTs are integral members to several multidisciplinary teams and committees such as the Weight Committee, Falls Committee, Safety Committee, CQI committee, and the Annual Health Fair. In the winter of 2018, The OT director and staff OT led a 2-hour class on Occupational Therapy to

students of Keene High School through the Cheshire Career Center to promote occupations in the health care field. 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 2018, we hosted two students for their final eight-week clinical rotations.

We are honored to be a member of this wonderful organization and look forward to serving our community in 2019.

**Speech Language Pathology Department: Rosemary Borzell, Director**

After several years with only per diem help coverage in SLP, Rosemary Borzell relocated from the South to fill our full time SLP Director position. Her first focus was to ensure all residents had their needs met in the areas of meal management and proper texture for optimal nutrition. Her other focus is on the residents' ability to communicate effectively.

This year, the ST Director, participated in weekly and monthly meetings of the Falls Committee, Department Head meetings, Skilled meetings, quarterly CQI meetings and Harmony Healthcare exit meetings. She attended the Primex 3-day Supervisor's Academy and attended 2 SkillPath professional development seminars. Rosemary completed 6 different clinical online web courses that focused on the following topics: functional geriatrics, dysphagia management, dementia care, pharmacology, clinical documentation skills, and cancer and cognitive rehabilitation. Rosemary became certified by the NH board of nursing to teach the Paid Feeding Assistance program and provided a 4-hour Paid Feeding Assistance training with OT director, Gina Cutler.

The ST Director received training to be a Kind Dining Program trainer by the Kind Dining Program founder, Cindy Heilman. This consisted of a two-day training followed by 1.5 days of individual training. The ST Director will take over staff training in this day-long customer service training program that centers around the resident dining experience. Much of a resident's wake time is focused on eating – preparing to go to the meal, the meal itself, and returning from the meal to their room or attending other activities.

Speech Therapy conducted monthly dining room audits for 2<sup>nd</sup> floor and TLC units to verify that correct diet textures and adaptive equipment were provided as reflected on each resident's meal ticket. These audits were submitted to the Director of Nursing, Assistant Director of Nursing, Dietician and Administrator, and reflected significant improvements in meal tray accuracy.

In 2018: 25 Medicare part A residents received ST services, 14 Medicare part B residents received ST services, and 2 Managed Care part A residents received ST services this year. The ST Director attended interdisciplinary care plan meetings for residents receiving ST services.

**Physical Therapy Department: Laurel Moody, Director**

Physical Therapy is budgeted to have a full time Director, one full time staff PT, and 2 full time PTA's. Additionally, it is budgeted to have 2 PT aides (LNA positions) as well as a full time Rehab Technician (who manages all durable medical equipment and the Shepherd Program). We continue to keep the second PT Aide position unfilled in large part due to the significant LNA shortage. A long-term PTA fully retired this year, and a part-time PTA gave notice at the end of the year to pursue an OT degree. Staff illness required use of per diem PT and PTA staff

coverage to meet resident physical therapy needs. Current PT staffing: 1 RPT/Director at 40 hrs./wk., 1 staff PT at 35 hrs./wk., 1 PTA at 40hrs/wk., 1 Rehab Aide at 40hrs/wk. and 1 Rehab Technician at 40hrs/wk. This department has proposed a slight change in budgeted staff allocation for 2019 in order to shift hours from the PTA to the PT line.

**Regulatory/Compliance:**

Medicare is changing how care under SNF/Medicare A is reimbursed. The new system determines payment based on a patient's characteristics and diagnoses, rather than the amount of care given as the current payment model does. The new payment model will have a 15% reduction for services provided by a Physical Therapy Assistant (PTA). Rehab Optima and Harmony Healthcare have been aiding the rehab staff in preparation for these changes.

**Therapy Cap:**

Medicare repealed the \$2010 cap in 2018. The new process requires increased documentation of medical necessity after \$2010 and a post-payment review of cases that exceed \$3000.

**Documentation:**

Rehab decided to move towards fully electronic documentation within the Rehab Optima system. We now have the ability to scan documents into the Rehab Optima chart, allowing the entire chart to be uploaded and stored on Rehab Optima. This change should decrease the overhead costs of rehab documentation by eliminating the need to print and file all documents and allowing for a more specific and cleaner retrieval of documents for cases of appeals and denials.

**Denials:**

Both of our outstanding appeals from 2013 settled in 2018, at the ALJ (Adjutant Law Judge) level. One case was found for us, without a hearing, as the judge found the documentation submitted met Medicare's requirements. We lost the other case after having a hearing via telephone. It is interesting to note that the final reason for denial was "treatment not medically necessary", which was different than the initial reason for the denial which was "interventions provided were not skilled". We won 2 of the 3 cases that we took to this final (ALJ) level of appeal. Physical therapy has no further outstanding denials for Medicare B services.

**ICF Services:**

All ICF admissions received a physical therapy evaluation to assess baseline skills, need for restorative services, and to inform nursing staff of mobility skills, DME needs, and fall risk. ICF residents are assessed and referred for physical therapy treatment as needed throughout the year. One Rehab Aide provides a functional maintenance programs to ICF residents, as established and trained by licensed PT staff.

**Dietary Department: Bethany Lawson Food Service Director; Liza Drew, Dietitian. Glendale Senior Dining, Food Services vendor.**

During each weekday, Bethany meets with both shifts to review and prepare staff for upcoming meals and tasks. Bethany and Liza continue to offer the ever popular "Food Committee" at both the Assisted Living facility as well as the nursing home. Due to these focus groups, resident council has fewer meal concerns or reasons for Bethany to attend. 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. Due to construction and limited space and parking, the annual Longevity Awards meal was simplified into a special holiday meal for the staff of Maplewood. We plan to offer the larger program once we regain parking as well as more meeting room space when the new facility is completed.

**Staff Turnover:**

- Voluntary: 6 FT and 2 PT
- Involuntary: 4 FT
- Department Transfers: 1 FT transferred to Assisted Living

**Inventory Issues:**

In May 2018, \$216.60 worth of raw turkey breast was left out in a thawing sink overnight, overlooked by the supervisor. The turkey was discarded in the morning due to time/temperature abuse.

**Extra Food Expenses:**

- ✓ Snacks \$9,953.78
- ✓ Coffee \$15,989.74
- ✓ Thickened drinks: \$11,622.33
- ✓ Thickener: \$2,958.84
- ✓ Café Drinks: \$2,566.54
- ✓ Magic Cups: \$1,468.75
- ✓ Assisted Living: \$648.85
- ✓ Activities: \$2,760.03
- ✓ Items for Keene (finance & Sheriff's): \$307.72
- ✓ Meetings, etc.: \$742.93
- ✓ Commissioner's Picnic: \$5,287.11
- ✓ Staff Holiday Meal: \$561.00
- ✓ Staff Picnic: \$1,510.82
- ✓ Dietary Staff Appreciation: \$81.83
- ✓ Harvest Tables: 336.00

Total Additional Food Expenses: \$56,796.27

**Extra Supply Expenses:**

- ✓ Replacement Utensils: \$377.39
- ✓ Replacement Airpots: \$304.76
- ✓ Replacement Silverware: 320.21
- ✓ Pans/Storage Containers: \$852.16
- ✓ Cleaning Supplies: \$90.85
- ✓ Plates/Bowls, etc.: \$1,357.24
- ✓ Activities Dishes: \$511.93
- ✓ Replacement Cut Gloves: \$71.51
- ✓ Misc. Small wares: \$487.55
- ✓ AL Dishes/Silverware: \$147.96
- ✓ Café Plates: \$290.14
- ✓ Replacement Thermometers: \$200.24
- ✓ Replacement Scoops: \$294.33

### **Equipment Expenses:**

- ✓ Shop Vac: \$66.50
- ✓ Blenders: \$302.24
- ✓ Ladder: \$167.30
- ✓ Knife Sharpener: \$132.64
- ✓ Dish Machine Maintenance: \$2,466.80
- ✓ Trash Cans & Accessories: \$406.23
- ✓ Utility Carts: \$790.22
- ✓ Tomato Slicer: \$106.10
- ✓ Kettle Whip: \$65.99
- ✓ Can Opener: \$79.99
- ✓ Cutlery Organizer: \$10.70
- ✓ Tub Truck for Cardboard Disposal: \$449.52
- ✓ Floor Mats: \$237.58
- ✓ Fans: \$514.85
- ✓ Replacement Pans: \$1,667.89

### **Staff Meetings:**

- ✓ Staff Meeting, daily (as needed), M-F
- ✓ Personal Hygiene
- ✓ Food Safety & Storage
- ✓ Incident Reporting Review
- ✓ Knife Safety
- ✓ Allergy Training
- ✓ Fire Safety
- ✓ Burn & Scald Safety
- ✓ Safe Lifting Guidelines
- ✓ BBQ Safety
- ✓ General Equipment Safety
- ✓ Cleaning & Sanitation Review
- ✓ National Food Safety Month In-service Training
- ✓ SDS & Chemical Safety
- ✓ Portion Control Training
- ✓ Workplace Violence
- ✓ Winter Safety
- ✓ Back Safety & Proper Storage

### **Activity Department: Kendra Hall, Director**

The Activity Department is comprised of a full-time director and the equivalent of 6 full time employees (some are part time or per diem). 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 has worked out through 2018 and we added 2 more Per Diem Recreational Aides to provide other staffing options during vacations. The Activity Department provided a wide variety of programs 7 days a week including some evenings. Activity programs and care plans are individualized to meet the needs and interests of Maplewood 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. We actively seek and oversee volunteer involvement. Volunteers assist Activity staff with many programs and special events and provide hours of visits to individuals offering activities such as pet visits, reminiscing, patio visits, and or social visits. A total of 1896 volunteer hours were logged for 2018; however, this does not include the volunteer hours of many groups, schools, organizations and clubs visiting Maplewood. These include: the Westmoreland and Nelson Town Bands, Keene Cheshiremen, Knights of Columbus, as well as area schools and scout groups. Our trips into the community include bus rides for shopping and site-seeing, and visiting scenic sites for picnics. Special outings in 2018 included trips to the Senior Olympics, and Cathedral of the Pines.

One of the most popular programs meeting the interests, needs, and abilities of many Residents, and that allows participation at a wide variety of levels, is the Maplewood Music Program. Most weeks we will offer 2 to 3 various music programs. During the month of December, we have extra music and special programs from outside schools and other organizations. Many programs consist of special events and entertainers from the community who come to Maplewood to provide entertainment. Music has included the banjo, accordion, piano, country, folk, Bluegrass, swing bands, classical, as well as sing-alongs, line dancers, karaoke, and storytelling. The enjoyment of residents is readily seen in their smiles and their conversations reminiscing about their experiences either attending or viewing on our in-house close circuit channel. Participation ranges from dancing on the floor or in their chairs to tapping a foot, a finger or just listening. Many performers tell us that Maplewood is their favorite place to play. The musicians gain real satisfaction seeing how much their music is enjoyed.

Our overall activity programs range from special events, large group, small focus groups and individual programs to 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 interest to our home. The Keene Quilters Guild donates beautiful quilts every year that go into the resident's Christmas bags to be enjoyed in residents' rooms, perhaps on their beds or laps and at times hung up as a decoration. An area florist donates fresh flowers every week, and volunteers and residents help to arrange the flowers which are sent to the floors and resident rooms for their enjoyment. We have a much-loved cat in the activity room (Johnny Cash). We have birds living at Maplewood as well as dogs who visit on a regular basis. Staff, families and Residents enjoy the beautiful patio area with raised garden beds and vegetable gardens for all to work in or enjoy. All winter we feed the outdoor birds and have a wonderful variety of birds that are a joy to watch from the window areas overlooking the patio. During the summer months we often have BBQ's, music programs and other events on the patio.

Throughout the year we schedule special events including a special Veteran's Day recognition program, the Annual Christmas Pageant, The Summer Carnival, Annual Craft Fair, and more. In closing, it remains a challenging but gratifying job to juggle all the expanding leisure needs and expectations with the available resources. I want to commend the Activity staff and all the other staff at Maplewood who truly care about the Residents and help contribute to meeting our

goal of providing quality activity opportunities for all residents. It remains an honor to work with such a committed team.

**Special Music Programs:**

Nelson Town Band, Westmoreland Town Band, sing along with Louise and Russ were our volunteer performers. Ron Banks, Richard Eriksen was paid from our budget for entertainment. All other entertainers were paid from donations.

**Special Programs:**

Activity programs provided daily during this past year included Thursday evening and Saturday afternoon music programs, and monthly Happy Hour continues to be well attended. We also offered Friday flower arranging, some shopping trips, Spring Prom, Craft Fair for resident shopping and the public to attend, and a Summer Carnival. We started the Maplewood country crafters group in December; continuing the Veterans Group meeting once a month. 2019 will be the start of Music and Memory, and a men's group.

**Honors:**

The 2018 Volunteer of the Year was awarded to the clothing center group.

**Meetings:**

We hold meetings on an as needed basis for planning and evaluating programs, reviewing staff and volunteer schedules, resident changes, special needs, and other.

**Nursing Department: Robin Nelson, DNS; Sabryna Priest, ADNS**

In 2018 the Maplewood Nursing Department administration was headed by Robin Nelson, RN, BSN, Director of Nursing Services and Sabryna Priest, RN, BSN, Assistant Director of Nursing Services. Sabryna Priest additionally is our Quality Assurance, Infection Preventionist and Employee Health Nurse and is assisted by Hope Blodgett, LNA. Lisa Clouet, RN, Stephanie Sullivan, RN, and Leanne Finnell, RN, are our three Nurse Managers. Kaytlyn Levesque, LPN, is our Staff Development Coordinator.

The Nursing Department's focus is always to provide the best level of care possible to our residents. We were met with many challenges this year and still accomplished our many goals. The nursing shortage, including both LNAs and Nurses, presented the most formidable barrier. The Nurse Management Team worked tirelessly to cover open positions, including, but not limited to 11-7 supervisor, staff nurse and LNA. They are to be commended for their hard work, dedication and focus on meeting the needs of residents and staff alike. We were able to hire a full time 11-7 supervisor; the part time (16 hour/week) position remained open.

The entire nurse management team participated in the celebrations of National Nursing Home Week, Nurse's Week and LNA week, disaster drills, orienting a new Medical Director, planning for building expansion and renovation project and completing performance evaluations for their respective staff.

Regularly scheduled meetings are attended by nurse management team members, including Morning Meeting, Weight and Skin committees, Safety and Falls committees, HHI exit conference, and CQI. As the DNS, I attended Nadona meetings as well as Primex meetings in

Concord. The DNS also attends MNH Department Head meetings and held many impromptu meetings to address clinical and staff issues improve processes and to plan for the future. The primary focus was the recruitment and retention of staff. The DNS worked closely with the Administrator and ADNS to identify the barriers to reaching our optimal staffing numbers. We will begin providing and LNA class in 2019, with our Staff Development Coordinator as the instructor and MNH as the classroom and clinical site.

The goal of the newly appointed Director of Nursing Services was to support the staff, remain up to date with the latest rules and regulations, and to lead by example. These goals were accomplished by the DNS attending regularly scheduled meetings, consulting with Nadona members and HHI, ensuring policies and procedures were up to date, searching out and hiring new staff and holding current staff accountable. The DNS interviewed and hired new staff and provided education and counseling to current staff in efforts to facilitate success. There was a need to terminate some staff due to either time or attendance or performance issues; however we tried very hard to foster improvement prior to termination.

The DNS was directly involved in union negotiations, working with MDS to improve quality measures and the budget process. We hired two new nursing department schedulers, with challenges in orienting both of them while maintaining the current scheduling process. As the lab at Cheshire Medical Center (CMC) ended its agreement to send a phlebotomist to Maplewood to perform weekly lab draws, the DNS created a new process for MNH nurses to perform the lab draws and CMC agreed to continue to supply us with the materials needed and a weekly courier to transport the specimens to the lab for analysis.

Sabryna Priest was newly appointed to the Assistant Director of Nursing Services role in addition to her existing Quality Assurance/Infection Prevention and Staff Health roles. By combining these job titles and redistributing the organizational chart, we condensed the number of management team staff from seven to six. We will keep the extra FTE as a safeguard to be used when needed. As the ADNS/QAIC, Sabryna manages her own assistant, the Staff Development office, Medical Records (and Unit Assistants). She has brought increased organization and better processes to these departments to promote growth and development. She meets regularly with her staff to ensure knowledge of process and to problem solve as needed.

Also, in charge of infection prevention, the ADNS/QAIC presents information at annual orientation and review for new staff and experienced staff. She reviews new admissions for potential infection prevention issues and manages any in-house infection prevention/control needs. She actively worked on a Legionella policy and developed an Antibiotic Stewardship program. She leads the Continuous Quality Improvement (CQI) process by scheduling the meetings, tracking audits and guiding staff through the process of Quality Assurance/Performance Improvement (QAPI). She tracks and manages and Performance Improvement Plan (PIP) teams when an area in need of improvement is identified.

Also tasked with Employee Health, our ADNS/QAIC ensures that all new hires have had all required physicals, drug screening and TB testing completed. She manages any staff injuries or illness. She assisted with organizing the Maplewood Health Fair and provided education throughout the year reminding staff of healthy choices, preventative screening and vaccination education. She stays current in her knowledge by attending quarterly meetings with other IP's in

NH, attending in-services and reaching out to the Office of Public Health and the CDC, as needed. Our ADNS/QAIC is a “super-user” for the ECS system and frequently is relied upon to educate staff, make changes to the system, or to trouble-shoot problems.

Our Staff Development Coordinator provided education to the staff throughout the year. She held in-services on Better SBARs, CPap, BiPap, and manages Annual orientation and review. This year she focused on changing the format of this education by integrating the computer-based learning system, Relias. To accomplish this, she gained a part time Staff Development Assistant who provided basic orientation to all new staff members. The SDA provided in depth orientation to nursing department employees and travel nurses and LNAs. She also provided education to any staff member as needed and led progress meetings for newly oriented staff. She ensured all licensed nursing personnel’s licensure was up to date, as well as CPR certifications. She also attended the music and memory educational program and worked in conjunction with the Activities Director and the 3<sup>rd</sup> floor Unit Manager for implementation. Keene State College and River Valley Community College used Maplewood as their clinical site. Our ADNS/QAIC and SDA organized and managed these events.

Despite our staffing challenges, we underwent our CMS recertification survey in May. We came out deficiency free, for the second year running. We remain positive and steadfast as we enter the new year.

**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 12 regular employees and 7 per diem staff. Those per diem staff are all employees of MNH. Of note is that we have hired 4 PCA’s that have moved on to take the LNA class and become employed at MNH.

**Census:**

8 Admissions. We have had no admissions from MNH this year which is unusual.  
7 Discharges to MNH.  
2 Discharges to home.  
20 people on the waiting list with 2 admissions pending Medicaid approval.

**License:**

2018 was a skipped year due to 2 consecutive deficiency free survey years. Life Safety inspection did not occur in 2018. It was, however, completed 1/25/2019 results pending.

**PCA:**

The idea of proposed finger printing and background checks for PCAs to align with Med Techs was dropped.

**CMS:**

Statewide Transition Plan has been submitted with compliance set by March 2020 along with ongoing compliance monitoring. They are in the process of developing standardized templates.

## **Maple Facilities Department: Bruce Harrison, Facilities Director**

### **General Maintenance:**

In 2018 the Facilities crew completed 2,971 work orders. This number encompasses all the preventive maintenance tasks performed throughout the year on everything including bed lubrication, filter changes, monthly vehicle inspections and Life Safety Inspections. Durling window cleaning company was brought in to clean the windows in ALF and the Nursing home that cannot be reached safely. This was done in anticipation of the new building's 5 story structure with windows on the porches that will need attention from time to time. The farm garage door where we store the county tractor was replaced, and this completes the door replacement on that building. The exhaust fan motor was replaced in HRU-2 as part of our full-service contract with Honeywell. The Mitsubishi split systems that were removed as part of the Admin building demo were reinstalled in the new fire alarm room and the laundry wash room.

### **Regulatory Compliance:**

In May we had our annual State survey and came through the Life Safety portion deficiency-free! The Facilities staff did a great job of keeping up with all the paperwork and inspections especially in light of the new programs/inspections that were added again this past year. One new requirement is that we need to attach to the wall chairs/recliners that could be moved into a corridor egress path by mistake during an emergency. Our staff determined a simple, effective way of doing this that allows mobility, which is a priority due to the ongoing movement of chairs on the floors. Another requirement was that we need to have a Legionella plan in place before our next inspection in 2019. A team was assembled from several departments to review the entire water distribution system and any potential areas that could lead to a problem if not properly monitored. The plan was completed in December of 2018 to be rolled out in January of 2019. As part of the old jail site cleanup, Capital Environmental was brought in to properly remove and dispose of a number of drums of waste used motor oil and paint that had been collecting over the years in the farm garage and red barn. To keep up with new regulations, the Facilities Director was able to attend a number of training opportunities over the past year. These included a DHHS emergency preparedness class, FEMA emergency preparedness, and the New England Healthcare Engineers spring and fall conferences. Our Stationary Engineer and Facilities Director completed the underground storage tank class A operator training at DES last summer.

### **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 a large section of piping over the kitchen ceiling area and a couple of smaller sections of 2" cast iron piping. We continue to maintain and replace fixtures and or components as they fail. Year by year this has dropped slightly.

### **Building Addition and Renovation Project:**

In 2018 the Maplewood renovation and addition project started to gain momentum. This involved some extra work for the facilities staff, including the relocation of all administration wing offices into the existing building that required running new data and phone lines in a many cases. Prior to that work was done to secure the six Bay garage in preparation for overflow storage of equipment, desks, bulletin boards, and anything we potentially could use in the new building that could not fit into the temporary offices. In order to demolish the Admin portion of the building we needed to relocate a multitude of systems that are critical to the operation of the facility. The phone systems, fire alarm systems, server room, access control, mutual aid dialer

and a piece of the energy management system were all relocated in a phased approach that took several weeks to accomplish. Overall the project is running well, thanks to DEW MacMillin's diligent on-site staff who work very hard to make sure that life for the residents here continues to be as uninterrupted as possible with a job of this magnitude happening all around them.

**Capital Projects and Contracts:**

This past year we replaced our 2006 Ford F350 passenger van with a 2018 Ford Transit T150 passenger van. The new van has a rear wheelchair lift entry with the ability to carry three wheelchairs securely. The floor has a rail system allowing us to remove and install the passenger seating in a multitude of configurations, depending on the needs that day.

One of the kitchen's propane-fired steamers failed again this past year and was replaced with a new steamer. The county also put the propane contract out to bid. Favorable pricing was received and accepted from Dead River Co. The DOC has a locked 3-year price of \$1.1768 per gallon as compared to their previous supplier's price of \$1.60. Based on their anticipated annual use of 80k gallons, this equates to roughly a \$33,600.00 savings per year. Maplewood has a 1-year price of \$1.2299 per gallon as compared to our previous supplier's price of \$1.70. Based on our anticipated use of 30k gallons, this equates to roughly a \$14,000 savings for the next year. The reason for the 1-year price is due to the new tank farm that will be installed in 2019 to support the new mechanical systems. Once that is in place and our projected volume increases substantially, we hope to gain better pricing over the long term.

**Assisted Living Facility (ALF):**

Preventive maintenance was performed on all mechanical systems and equipment in ALF as scheduled. During the height of the cooling season the compressor in AHU-5 failed. Due to the system's age and overall condition of the condensing unit as a whole, it was determined that we would replace the condensing unit and compressor unit.

**Water Treatment Plant (WTP):**

In 2018 the WTP produced 3.2 million gallons of water and the well produced 1.3 million gallons of water fed to the 250k gallon holding tank and distribution system. MNH, ALF, and the County Farm use this water. The total water usage was above last year's total of 4 million gallons. The process requires daily testing and oversight by our primary and secondary plant operators who also are required to take multiple classes throughout the year to maintain the licensing.

**Waste Water Treatment Plant (WWTP):**

In 2018 the WWTP processed 5.1 million gallons of effluent discharge from MNH, ALF, the WTP and the County Farm; down slightly from last year's 5.8 million gallons. The process requires daily testing and oversight. Late in the year one of the 25-year-old lagoon air blowers failed and need to be replaced. In the end the need was determined to replace both blowers and motors due to their age.

**Miscellaneous:**

This past year the Xlink communications device to Honeywell energy management system failed, as old technology. A small 2018 project was the replacement of the frost-free hydrant

which the garden folks use during the growing season. They also installed an underground water system and hoop house.

2019 will be interesting with all the physical plant changes that are taking place and challenges of adding and removing building components while needing to maintain building systems. We're excited to see the upcoming changes to the mechanical systems in the boiler room with cleaner burning propane hot water boiler and the dry chip biomass boiler.

**Safety Department: Pam Fortner, County Safety Officer** (retired at the end of 2018)

Pam Fortner worked collaboratively with staff and Department Heads at Maplewood to ensure safety needs were met at Maplewood. She analyzed staff injury trends, lead the Safety Committee and recommended new courses of action based on identified issues. Primex, our risk management partners, continue to report that Maplewood boasts very low rates of staff injuries. Our programs and efforts have resulted in our nursing home maintaining one of the lowest staff injury rates in the state.

The 2 disaster drills in 2018 focused on our plans for a Tornado event. We began with a tabletop, then proceeded with a more robust exercise of certain components of our written protocol. As always, much is learned and we adjust our protocols accordingly. Due to ongoing situations around our country, we continue to train for active shooter using the "Run-Hide-Fight" method and continue to provide as an annual component of staff training.

Each fall, we offer 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 is 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.

**In Conclusion:**

In 2019, our focus will be on staffing and the new building project. We are initiating our own LNA training and have other efforts at augmenting staffing numbers being launched. The Phase I addition is scheduled to be completed at the end of 2019. It will then be followed by Phases II and III to renovate the existing building. 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, and for their flexibility, adaptability, support, and excitement for our building and renovation program. We continue to address all daily issues and challenges presented by our existing conditions, knowing that many of these may change/be resolved when our building project is completed; however, we are committed to dealing with matters in the moment and to the very best resident care possible.

Respectfully Submitted,  
Kathryn Kindopp, B.Sc.P.T., NHA  
March, 2019

## **Safety Officer Annual Report – 2018**

The Worker's Compensation and Temporary Alternative Duty program are current in the compensation program and are in compliance. Working closely with our insurance provider, Primex, benchmarks are set every year to assist in areas that need strengthening. This enables the County to develop programs to manage and monitor our progress and continue in our efforts to remain as one of the highest performers in Primex's peer ranking and rating. At the end of 2017, Cheshire County was able to achieve "Prime 3 Recognition" through Primex, for adopting risk management best practices related to our ongoing commitment to manage risks. This achievement for Risk Management effort, effectiveness and excellence resulted in a 2.5 insurance discount for 2018.

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.

Maplewood Safety Committee and the Cheshire County Joint Loss Management Committee (JLMC) meetings were held according to regulations. The Safety Officer developed the agendas, processed and distributed meeting minutes. The JLMC inspected all County-owned facilities, generated an inspection report and submitted the results to the responsible departments.

The Safety Officer provides ergonomic evaluations and ergonomic resources to all employees. All emergency equipment was inspected with outdated materials replaced as needed. Orientation education and new-hire tours were provided for employees at Maplewood. Evacuation maps of Maplewood Nursing Home and County Hall were completed and placed appropriately.

The Safety Officer is involved in team planning and organizing two employee health fairs held at Maplewood Nursing Home and County Hall. Both fairs are well attended and enjoyed by employees.

With assistance of ACA Bouchard and the Primex property appraiser, a 5 year appraisal review of County-owned property and vehicles was conducted.

I would like to take this opportunity to recognize the members of the Maplewood Safety Committee and the Cheshire County Joint Loss Management Committee. Members of both committees are vital in supporting and increasing awareness of workplace safety and risk management. Thank you to all of you.

This is my last annual report as I have decided to retire at the end of December. I wish to thank all of those who have supported me over the years and to Cheshire County for all of the opportunities to better myself over the past 36 years.

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. We focus our efforts in four program areas; Food and Agriculture, Natural Resources, Youth and Family, and Community and Economic Development. Extension carries out educational programs that address the issues that are most important to Cheshire County citizens via traditional classroom seminars, workshops, volunteer trainings, one-on-one site-specific consultations, emails, fact sheets, articles and other forms of media and outreach.

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

Members of the Cheshire County UNH Cooperative Extension Advisory Council

- |                                      |                                     |
|--------------------------------------|-------------------------------------|
| Libby McCann, Westmoreland           | Tina Christie, Alstead              |
| Rebecca Whippie, Westmoreland        | Susan Lawson-Kelleher, Chesterfield |
| 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
- Christine Parshall, Food and Nutrition
- Steve Roberge, Natural Resources, Office Admin.
- Andrea Sawyer, Youth and Family
- Diane DuGray, Administrative Assistant

Cheshire County UNH Cooperative Extension Summary of 2017 Educational Programs

|   |   |
|---|---|
| Public Workshops / Educational Events           | 34 events, 1329 attendees               |
| One-on-one Site Visits (forestry & agriculture) | 105 visits, 13,195 acres                |
| Assistance to Towns                             | 23 towns                                |
| Interaction with Cheshire Residents             | 1836 contacts                           |
| Forage or Pasture Soil Tests                    | 131 tests                               |
| Newsletters Distribution                        | 680 households                          |
| 4-H Clubs                                       | 17 clubs, 181 youth                     |
| Active Volunteers                               | 113 volunteers, contributing 13195 hrs. |
| STEM and Youth Training                         | 90 educators                            |

## **NATURAL RESOURCES**

**Steve Roberge, Extension Field Specialist**

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### One-on-one Consultations – Woodlot Exams

- 73 woodlot exams (53 were new landowners for Cooperative Extension)
- 9,695 acres reviewed (Statewide numbers)
- 35 landowners/4,531 acres referred to a Consulting Forester

### Public Workshops and Talks

- 26 events
- 1199 attendees

### Collaborations & Partnerships

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

### Other Contacts – Email, mail, phone and office visits

- 1,436 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. An estimated 5,600 landowners own 388,900 acres privately. 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**

-73 properties, 9,695 acres visited by the Cheshire County Forester. 109 individuals participated in these visits. 53 out of the 73 visits were new to Extension.

-35 Landowners (4,531 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 to introduce the landowner to the resources they have available to successfully manage their land. The purpose of these visits is to answer any 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 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 62 landowners covering 6,907 acres. My projected economic impact is \$39,134 of value created for landowners. This results in an extra \$3,913 of tax revenue to local towns and \$110,496 of value created for industry.

Or 73 Properties, covering 9,695 acres statewide. My projected economic impact is \$54,927 of value created for landowners. This results in an extra \$5,493 of tax revenue to local towns and \$155,088 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)

1,436 individuals, organizations, communities or businesses were assisted in the area of forest/tree insects and diseases, environmental issues, current use and forest law inquiries 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**

-26 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.

-1199 People attended those events.

**FOOD AND AGRICULTURE****Carl Majewski, Extension Field Specialist**

- 
- **32** Farm Visits – 55 participants
  - **8** Educational programs – 130 participants
  - **400** 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 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 2018, 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.

There were also four farms in the county participating in statewide on-farm research efforts. Two served as sites for evaluating cover crop seed mixes developed by the NH Soil Health Partnership. Two other farms participated in a small project with UNH Agroecologist Rich Smith in a survey of weed seedbanks in NH cornfields.

**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:

- Initial Pesticide Applicator Training for people looking to get licensed.
- Equipment Field Day (a collaboration with Cheshire County Conservation District)
- Project summary by UNH Extension Dairy Specialists evaluating methods for raising dairy beef.
- Tree Fruit Twilight Meeting, in conjunction with UMass and UVM Extension.
- Corn and Forage Meeting, featuring Dr. Bill Deen, and agronomist from the University of Guelph, Ontario

The Food & Agriculture Program includes programs for homeowners as well; there were tree fruit pruning demonstrations, and other programs focusing on gardens and the home environment.

**Other Contacts:** I was able to assist over 400 individuals via office visits, phone calls, emails. This includes reviewing 131 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.

## **NUTRITION CONNECTIONS**

**Christine Parshall, Extension Teacher**

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- 407 youth participants in school based and after school programming.
- 240 brief contacts with youth at health fair and cafeteria taste tests
- 1414 youth and their families have access to the monthly newsletter, Nutrition Nuggets
- 40 adults participated in a series of 4 or more lessons
- 29 adults participated in single session workshops
- 100+ brief contacts with adults at 10 community events, including health fairs, community education programs, food pantries, and more.

Nutrition Connections is a combination of two federal USDA programs, the Expanded Food and Nutrition Education Program (EFNEP) and SNAP-Ed, that support educational efforts promoting the US Dietary Guidelines, with special emphasis on increasing fruit, vegetable, and whole grain consumption, as well as physical activity. Participants must meet income eligibility criteria at 185% of the US Poverty Guideline. SNAP-Ed also supports collaboration with community partners in order to positively impact local systems and policies related to healthy eating and active living in limited income populations.

An example of a popular educational program for youth is Pick a Better Snack, in which a monthly lesson and food tasting activity are offered to grades K-3 in eligible schools. In 2018, approximately 300 students participated in the program at Winchester School, Marlborough School, and Keene's Benjamin Franklin and Wheelock Schools. Nutrition Connections seeks further engagement with these school communities in a variety of ways, such as participation in school-wide activities, school wellness committees, and dissemination of a nutrition newsletter for parents.

Work with adult populations requires the cooperation of many organizations throughout the county. These organizations make referrals to Nutrition Connections, host workshops, invite Nutrition Connections to special events and provide feedback for future educational efforts. Cooperating organizations include Keene Housing, Home Health Care, Head Start, Monadnock Family Services, The River Center (Peterborough), The Community Kitchen, Mary Queen of Peace Food Pantry in Winchester, and more. Pre and post behavior change data are collected for participants in lesson series.

Finally, Nutrition Connections is represented in a number of local coalitions, including Advocates for Healthy Youth (AFHY), Monadnock Farm and Community Coalition (MFCC) and Monadnock Understands Childhood Hunger (MUCH).

## **YOUTH AND FAMILY**

### **Andrea Sawyer, Extension Field Specialist**

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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.

67 volunteers provided over 11,000 hours, reaching youth to help them build life skills, leadership and citizenship skills. The cost benefit to Cheshire County is over \$279,000 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.

- 108 members participated in communication events at 4-H Day with 14 selected to go to State Activities Day. Ten youth received gold medals at State Activities Day, 10 were selected to go to Eastern States. One teen was selected to attend the National Horse Public Speaking contest.
- 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.

65 leaders reported an average of 170 hours each of direct involvement with club members. 10 volunteers served in middle management roles; 10 new leaders were recruited, screened, and oriented; 100 volunteers assisted with club and county activities, averaging 30 hours each, 181 youth were enrolled in 17 4-H clubs. 25 volunteers judged at 4-H Day, which is our communications event, including 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.
- 17 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. Two members qualified to be on the State team, along with having the State Coach. They all participated in Louisville, KY at the National Horse Quiz Bowl Contest.

- 35 dairy members competed in the Dairy Quiz Bowl contest; one Cheshire County members competed on the State team at Eastern States Exposition, as well as the National Contest in Louisville, KY.
- One horse member also participated in the National Horse Public speaking contest and was also coached by a Cheshire County volunteers. Both attended the National contest in Louisville, KY.

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. Two members were selected to attend Eastern States.
- State Dairy Show: 30 attended; 13 qualified for Eastern States. At ESE 1 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. 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, and 1 was selected to attend National 4-H Conference.
- State Teen Conference: 25 youth attended; 3 volunteers and 1 teen interviewed 4-Hers for this event. One volunteer chaperoned at the event. One teen was on the State 4-H Teen Council which helped plan the event.
- Robotics: Three clubs are working in Robotics. One team is working in the FIRST Robotics program. They have received several grants to help run their program.



## Grants Department Annual Report 2018

Cheshire County's grants department delivers incredible value by offsetting the costs of county services and by expanding community services as a fiscal sponsor to area organizations. The department managed 37 grant agreements with an award value of \$8.4 million—including \$1.4 million in new grant awards—that produced \$2.4 million in revenue including \$120,459 in administrative fees. The department accomplished this with only \$119,889 in department expenditures. The return on investment on grant revenue is 1,886%.

During 2018, the grants department wrote 17 grants from the County to various funders; twelve of which were awarded, and five denied. New project applications included an Emergency Management Planning Grant for a generator for Maplewood Nursing Home, a Public Utilities Commission Renewable Energy Fund grant for a biomass boiler for Maplewood, a Homeland Security grant for two portable radio consoles for the County Dispatch Center, a Building Resilience Against Severe Weather and Climate Effects grant and a training grant from the Victims of Crime Act program.

The County wrapped up the window rehabilitation project at the Historic County Courthouse, now "County Hall." Land and Community Heritage Investment Program grant awarded \$117,482 for the project. New Hampshire Charitable Foundation and the Putnam Foundation awarded \$50,000. Donations made up the remaining \$67,481 needed to complete the project. The County contracted with Window Master of Dublin, NH to rehabilitate 81 windows. They removed the windows from their frames. They removed old paint, the glass, and glazing compound. They repaired and cleaned the glass, and reinstalled it into a glazing compound. They applied new weather stripping and installed a new balance system for operation.

The System of Care Implementation grant is the County's largest grant-funded program. In 2017, Substance Abuse and Mental Health Administration awarded the County \$4 million to spend over 4 years 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. In 2018, a new process coordinator started with the program, which is now fully staffed with a project director and three wraparound coordinators as well. The Substance Abuse and Mental Health Administration visited the program on site in Keene. Their feedback was positive. They acknowledged that the program is aligned well with the state, has strong history of collaboration, and the governance board has good representation across child-serving agencies. For the second year in a row, NHCF supported this project with an \$8,700 award to send six System of Care team members to the National Wraparound Implementation Academy. The greatest challenge with this grant program continues to be collecting backup documentation to support a total of \$2 million of in-kind match required by the grant.

On an on-going basis, the Superior Court of New Hampshire awards the County a Drug Offender Program grant. New Hampshire 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. New Hampshire 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 vest grant.

The County fiscally sponsored 10 grants from the New Hampshire Department of Health and Human Services and the National Association of County and City Health Officials that passed through Cheshire County to the Greater Monadnock Public Health Network and the Greater Monadnock Medical Reserve Corps. Cheshire Medical Center/Dartmouth Hitchcock manages both programs through the Center for Population Health department. The combined award value was \$738,783. Year-end grant revenue was \$288,675. These grants provided funding to host a regional public health network and align a range of public health and substance misuse prevention and related health promotion activities, as well as expand capacity of community programs for emergency preparedness and evacuation.

The County fiscally sponsored a Department of Transportation grant of \$207,848, with year-end revenue of \$99,600 for the Monadnock Regional Coordinating Council for Community Transportation. This grant provides accessible transportation services to seniors and disabled.

New Hampshire Community Development Finance Authority awards the County a Community Development Block Grant on an annual basis through a competitive grant application to provide training and technical assistance services to microenterprise business development programs. The County sponsored two additional Community Development Block Grants during 2018. The total combined award value of Community Development Block Grants was \$1,620,630. The year-end revenue was \$445,898.

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. The grants manager continually forwards funding opportunities to agencies looking to finance operations or specific projects. Specifically, in 2018, the County provided grant writing or research assistance to Swanzey Rail Trails Advisory Committee, Town of Swanzey, Cheshire Historical Society, and Monadnock Humane Society. Additionally, the grants manager served on Monadnock United Way's Investment Review Team to help make funding allocations for community organizations.

Respectfully submitted,

Suzanne Bansley, MBA, GPC  
Grants Manager, Cheshire County

# Cheshire County Conservation District – 2018 Annual Report

11 Industrial Park Dr. - Walpole NH 03608 - 603.756.2988 ext.116  
[www.cheshireconservation.org](http://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 Foshier, - 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  
Frank Hunter - Westmoreland  
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  
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.**

### **2018 Highlights**

The CCCD reached out to over 3,000 individuals in 2018 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 (NRCS) 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, Soil Health Equipment Demonstrations, Wildlife Habitat, and Conservation Easements. Educators from Cheshire County UNH Cooperative Extension are key partners in these workshops.

### **Services of CCCD**

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

### **Supporting Healthy Productive Soil through Education and Equipment Rentals**

In 2018 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, zrx roller planter, 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 2019 the CCCD & partners will launch a statewide no-till initiative for vegetable producers. Starting in the Spring growers will have use of a new no-till transplanter and BCS walk behind tractor with implements for improving soil health and efficient production.

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

### Dairy Farms Invest in Water Quality

#### *Reducing Tillage*

Reducing tillage from your management regime can improve your soil's structure and stability, water infiltration and water-holding capacity, organic matter content, temperature, and reduce compaction, runoff, erosion, and ponding. The Cheshire, Rockingham and Strafford County Conservation Districts obtained grants to help farmers pay for modifications to their corn planters in order to make them work in a no-till system. Any New Hampshire farmer with a corn planter and a desire to go no-till is eligible for funding for equipment and technical assistance.

#### *Nutrient Management*

Windyhurst Farm of Westmoreland NH constructed a new barn, improved infrastructure in their existing barn, and installed an effective new manure and milk house waste handling system in an effort to improve water quality. In the Spring of 2018, they opened their farm to host a workshop to share the work accomplished in partnership with the CCCD, UNH Cooperative Extension, and USDA NRCS.

### Source to Sea River Clean Up

On September 21<sup>st</sup> and 22<sup>nd</sup> a large group of enthusiastic volunteers pitched in to help clean up the Ashuelot River in Keene, Marlow, and Swanzy and Beaver Brook in Keene as part of the Connecticut River Conservancy's "Source to Sea Cleanup". 69 volunteers pulled over 1,500 lbs. of trash from the two water bodies! We would like to thank the amazing group of volunteers who turned out with such great attitudes! There was a contingent of students and staff from Keene High School, Antioch University New England, Surry Village Charter School's Keene Campus, and Monadnock Waldorf School, as well as a group from the Keene Unitarian Universalist Church. This event is made possible with the partnership of the Ashuelot River Local Advisory Committee, City of Keene, Keene State College, Moosewood Ecological, and Keene Young Professionals Network.

### Cheshire County Skidder Bridge Initiative

In 2018 the conservation district continues to rent two 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**

### Closer Look Series

The CCCD's new Closer Look Workshop Series encourages a closer look at the natural world and our connections to it. Throughout the year the CCCD worked with partners on this

ecological and natural history workshop series to take a closer look at over a dozen topics such as the land use history of our forests, trees & shrubs, vernal pools, birds, wildflowers, pollinators, beneficial insects and more!

#### Pollinator Gardens & Conservation Bio-Control

The U.S. Army Corps of Engineers worked with the CCCD, Moosewood Ecological, Surry Village Charter School, and Brooks Construction Co. to install a pollinator garden and offer a community education day.

CCCD in partnership with USDA NRCS will work with the Xerces Society to offer a Conservation Bio-Control Short Course in December 2018.

#### Trout In the Classroom

The Trout in the Classroom program is designed to help foster an understanding of the habitat that native brook trout need. The Monadnock Chapter of Trout Unlimited, with financial support of the Cheshire County Conversation District purchased a new chiller for Marlborough School. This will bring the participating number of schools up to 10 in the Monadnock Region in the 2017-18 school year. This continues a multi-year partnership to expand the program in the Monadnock Region.

#### Conservation Commission Potluck

Partnered with the NH Association of Conservation Commissions to offer the fourth annual networking and information sharing event for conservation commissioners at Stonewall Farm. Eric Aldrich of The Nature Conservancy shared his experience with camera trapping wildlife in the region.

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

##### The Monadnock Food Co-op 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 grant opportunity for local farmers is made possible through a partnership with the Monadnock Food Co-op. Four grant awards were made in 2018 to Brookfield Farm, Echo Farm, Tracie's Community Farm, and Piccadilly Farm. Funds were used to expand cold storage, acquire field and processing equipment, and improve packaging and marketing materials. We owe a great deal of gratitude to Co-op customers who round up their change at the register to contribute to this fund. Additional funding is provided by the You Have Our Trust Fund and the Monadnock Food Co-op.

##### Monadnock Localvores

In 2018 the Localvores offered scholarships to summer farm camp to 24 children through the Jeffrey P. Smith Farm Scholarship. This is made possible through funding from the You Have Our Trust Fund, generous local donors, and committed volunteers.

##### NH Harvest of the Month

In 2018 CCCD and partners provided educational resources and professional development to schools on the NH Harvest of the Month program. The goal of the program is to promote

seasonal eating, encourage healthy diets and support the local economy. Classroom Cooking Kits were developed and provided to schools in the region to facilitate the use of curriculum materials. Partners of this initiative are the regional school districts in Cheshire County, NH Farm to School, Food Connects, Monadnock Menus, 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.

#### Cheshire County Complex – Maplewood Garden

In 2018 the County of Cheshire continued their partnership with Antioch University New England's Community Garden Connections program to cultivate vegetables at the Cheshire County Farm in Westmoreland NH. The 1,100 lbs. of produce they harvested was donated to the Community Kitchen in Keene. In 2018 with funding through USDA NRCs they constructed a high tunnel on site to extend the harvest and increase production for individuals and families with limited food access.

#### Community Supported Solar for NH Farms

In 2018 the CCCD collaborated with the Monadnock Sustainability Network to start raising funds to launch a Community Supported Solar Installation in partnership with farms in the region. Through a crowd funding campaign our community chipped in \$2,550 to this effort. These dollars will be a springboard for additional investment and we look forward to further developing a community supported solar program for farms in 2019.

#### Granite State Market Match

In 2018 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 (GSMM). Six new locations at Foggy Hill Farm, New Dawn Farm, Stonewall Farm, Sun Moon Farm, Tracie's Community Farm, and the Hinsdale Farmers' Market were set up to accept SNAP and offer GSMM. They join a network that includes the Farmers Market of Keene, Team Jaffrey Farmers Market, Winchester Farmers Market, Hillside Springs Farm, and Piccadilly Farm. 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 Food Insecurity Nutrition Incentive Program, the Wholesome Wave Foundation, and Healthy Monadnock.

#### Vouchers for Veterans

The Hinsdale Farmers Market worked with the CCCD to offer a Vouchers for Veterans program during September 2018. Each market day Cheshire County veterans were invited to the market and provided a \$20.00 Voucher to purchase food from area farmers. The goal of this program is to show our gratitude and appreciation to service members for protecting our freedoms and to expand markets for farmers. Funding was provided through Cheshire Medical Center's Center for Population Health to increase community members access to healthy foods, an effort which supports the Healthy Monadnock Initiative. \$3,000 of Vouchers were distributed to 58 veterans.

### Radically Rural Summit – Working Lands Track

Two-day summit that brought together 500 people who are passionate about creating vibrant, robust rural communities. CCCD partnered with the Monadnock Conservancy to host the Working Lands Track. This track included three workshops on the farm and forest economy. The Hannah Grimes Center & Keene Sentinel were lead organizers of the event.

### Farm Transfer Planning Workshop

Partnered with Land for Good and the Monadnock Conservancy on a workshop for farmers on succession planning and conservation easements. This workshop builds on the work of the Land Resources Action Team of the NH Food Alliance. The Land Resources Action Team has developed a Community Education Guide for how towns and organizations can successfully offer these events. During 2018 the Action Team also laid the groundwork for a new grant program to assist with the permanent conservation of important farmland paired with farm viability and succession planning technical assistance.

### **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. During 2018 significant strides were made to achieve our strategic objectives. We continually seek an open dialogue with stakeholders in our community and welcome your feedback.

### **Fundraising**

The CCCD serves as the fiscal sponsor for the Monadnock Farm and Community Coalition. The CCCD Board of Supervisors conducted an annual appeal and offered four fundraisers during 2018 to provide additional funds for CCCD programs.

- **Conservation Plant Sale**
- **Bulb Sale**
- **Bulk Seed Sale**
- **Pizza Night at Orchard Hill Breadworks**

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**  
**Executive Committee of Cheshire County Delegation**  
**2018 Budget Review Meeting**  
**Monday, January 8, 2018**  
**County Hall**  
**Stillman Rogers Conference Room**  
**12 Court Street, Keene, NH**

**Present:** Chair Tatro, Representatives Hunt, Eaton, Meader, Ames, Berch, Bordenet, McConnell, Commissioners Graves, Cartwright and Weed, Treasurer Wozmak

**Staff:** County Administrator Coates, Finance Director Trombly, Assistant Finance Director Hall, Superintendent Van Wickler, DOC Administrative Assistant Gemma Lantry, DOC Facilities Director Robert Barlow, Sheriff Rivera, Registrar of Deeds Tilton, Drug Court Administrator, Alison Welsh

At 9:00 a.m. the chair called open the meeting.

Treasurer, John Wozmak, was recognized. He was before the committee to present the need for the borrowing of TAN. **Representative Berch moved to authorize the Treasurer of the County of Cheshire, upon the request of the County Board of Commissioners to borrow in anticipation of taxes an amount not to exceed \$21 million dollars for the 2018 budget year, January 1, 2018 to December 31,2018.**

**Representative Meader seconded the motion and upon vote the motion passed unanimously.**

The committee then proceeded to move forward the budget review process, by having Finance Director Trombly provide an overview of the budget. Director Trombly also made note that the budget includes salaries for each of the CBA units (as agreed) as well as the impact of a partial implementation of the wage and classification study. She also provided an overview of the layout and presentation of the books. Director Trombly went into further detail regarding the union wage increase structure.

Department of Correction budget review was presented by: Superintendent Van Wickler. The Superintendent gave an overview of the DOC budget. A list of changes that were made at the Commissioners level were discussed; Superintendent stated he accepts the changes with the following exceptions: the request to change the medical assistant from part-time to full-time and a few capital items: the steam kettle, compressor. Superintendent states he feels can offset some of the increase due to the fact that 2 senior level positions have retired and that these positions have been budgeted at the higher level.

The safety position has been reduced to an entry level CO position. The Director of Inmate Programs was a long-time employee and has been replaced with at entry level for this position. There was further discussion with regards to the steam kettles and the Superintendent stated that by design the facility that two steam kettles are needed.

There were questions regarding why there was the increase to the security system. This was because of review of the system by the IT department. The addition at the Commissioner's level would be accurate. This list of changes would make the capital outlay request now \$97,500. Representative Hunt asked what is more important the security system or the steam kettle. Superintendent stated that they are all needed. The security system may not fail but in the event it does there is the risk of it failing and not having funding to effect repairs.

The Superintendent stated that the need for the additional hours for the medical assistant will save the county money. It saved the county money this year and will only increase with more hours due to the complexity of medical billing. Superintendent states that he is able to offset the facilities expenses with the revenue from Federal inmates but in order to do that he needs to have the equipment to adequately run the jail.

Representative Mann asked what the capacity of jail and informed that it is 230 with 199 in general population with the difference reserved for the segregation unit. The total census has been holding around 160 but the census is an unknown risk. At any given time, the census can change depending on what's going on in the community. Representative Mann asked if there are there more federal referrals available. The Superintendent stated he has an agreement with the Commissioners to hold as many federal inmates as possible while keeping the facility available to the community. It is a very delicate balance. Representative Mann asked why the propane line is up; that the geothermal should be on-line and if it is what is the operational relationship. Superintendent stated that they spent a lot of time getting the system commissioned and online.

Maintenance Director Barlow discussed the history of usage and price for the propane. Representative Tatro asked who is responsible for signing up inmates for Medicaid. Superintendent stated that it doesn't matter if someone is signing them up because the DOC is responsible for the cost of medical services if an inmate is in the facility greater than 30 days. Representative Hunt asked about the medical assistant position that was approved half time for 2017, what is the real need for the position to be full time. Representative Eaton stated there an assumption that this position will save the county money. Superintendent stated yes.

Representative Hunt followed up to ask if this position would take on more work. Superintendent was unprepared to answer that question as the position is not a direct report to him.

Representative Hunt asked the Commissioners why they eliminated this request. Commissioner Graves stated it was a balance between the needs of the facility, including the need of capital items. Representative Tatro asked if it would be possible to add a second person for the same number of hours and save on the benefit package. These positions are typically difficult to fill. There was a question on the addition in 2017 for the MLADC and has a difference been noticed. Superintendent states that yes there seems to have been a remarkable difference on the services provided to the inmates.

Sheriff and Sheriff Dispatch budgets were presented by Sheriff Rivera. The Sheriff stated that he is okay with the changes that were made at the Commissioner's level with the exception of the vehicle reduction. Sheriff requested that 1 vehicle be added back into the budget to provide for

funding for his original request of 3 vehicles. In 2017 2 cars were requested and the same request has been made for 2018 and as they would like to stay on that rotation the other vehicle.

Representative Berch was looking for clarification on the request for the Drug Task Force position. This position will be offset by funding from the state at 100% making this budget neutral. Trombly offered a more detailed explanation of the addition of the position. Representative Tatro asked what the hidden administrative costs are there for this position. Sheriff stated that there is no doubt some administrative cost to this but the benefits outweigh that cost. There was a question as to what will they be doing with the vehicle that they are getting rid of. The Tahoe will be kept as a dispatch radio repair vehicle so that the individual would not have to use his own vehicle. Representative Eaton stated that the idea of trading them in is a financial loss for the vehicle. Representative Tatro states that the scenario that the sheriff has indicated that this will actually increase the vehicle fleet. Representative Tatro feels we could hire someone out to do this cheaper than the cost of a vehicle.

Human Resources budget was presented by Administrator Coates and Director Trombly. The only change was to the MNH advertising line. Originally the nursing home administrator had budgeted the funds in MNH admin line but it is better suited in the HR line. The HR Director was unable to be here today due to a situation that she is handling at MNH. Administrator Coates will bring her by to introduce her to everyone. There has been an increase in the recruitment of staff. There was a question regarding the travel line as the YTD is pretty low in comparison to the actual. The variance is due to a particular conference that is typically attended happened to fall during the time of staff vacancy.

Registry of Deeds budget was presented by Registrar Tilton. Registrar Tilton gave an overview of the process of the storage of records. There was a question regarding the YTD vs. the amount requested for photocopy supplies. There were expenditures near the end of the year that are not part of these numbers. There was a suggestion to reduce the office supply line by \$1,600. There was confusion on the line items that was worked out at the commissioner's budget review.

Drug Court budget was presented by Alison Welsh. The budget for this department in its entirety is offset by a state grant. The state oversight is much more stringent than the federal government ever was. There was some question on the census and Welsh went into the details of the changes in staffing that occurred. They had a hold on the intake of participants and now they are staffed adequately it is anticipated that the census will increase. The state funding cannot be used for participant incentives, so they are using the friend of the drug court for funding.

Medicaid (Human Services) presented by Director Trombly. An overview of what the funding for these 2 line items was provided. The calculation used for these numbers is based on a 3-year average and they bill the county for their portion of the funding of these programs. The cap is increasing for 2018, which will increase the county's exposure. There was some question on the fact that this particular department is really a statutory obligation that the Executive Committee has no control over the line items.

General County presented by Director Trombly. Sheryl gave an overview of the department The County's property and liability insurance is placed in the department and the safety officer is not in control of this item.

It was noted that there is an adjustment to the meeting schedule. The next meeting on January 22<sup>nd</sup> will start at 10:00 a.m. instead of 9:00 a.m.

At 11:50 a.m. there being no further business to discuss, Representative Tatro moved to adjourn the meeting. The motion to adjourn was seconded by Representative Hunt and upon vote the motion passed unanimously.

Respectfully submitted,  
Rep. James McConnell

**MINUTES**  
**Executive Committee of Cheshire County Delegation**  
**2018 Budget Review Meeting**  
**Monday, January 29, 2018**  
**County Hall**  
**Stillman Rogers Conference Room**  
**12 Court Street, Keene, NH**

**Present:** Chair Tatro, Representatives Hunt, Eaton, Meader, Ames, Berch, Abbott, Bordenet, McConnell.

Commissioners Graves, Cartwright and Weed,

**Staff:** County Administrator Coates, Finance Director Trombly, Assistant Finance Director Hall, County Attorney McLaughlin, IT Director Robert Hummel, Grants Manger Suzanne Bansley, Assistant County Administrator Rod Bouchard, Behavioral Health Director Michael Potter and Cooperative Extension Office Administrator, Steve Roberge

**Guest:**

County Attorney, Prosecutor Grant, Medical Examiner, Regional Prosecutor budgets were presented by Chris McLaughlin County Attorney.

There was a request to increase to witness expense this line is for the expenses related to bringing in witnesses from out of the area. The increase in office supplies is due to the fact that historically the amount they have is not enough and they are always going over budget. The increases in the witness expense and office supplies are offset by reductions to the postage and travel lines. There is minimal control of the amount used for the extradition line as well as the expert witness lines due to the fact that if these items are needed there is not much that can be done.

There was some question regarding what the Americorps expense is for. This is for personnel for a victim witness position that is mainly utilized in the circuit court. Essentially this is a FT position that the county only has to pay \$6,500 a year and the remainder of the salary is paid by the federal government.

There was discussion regarding the trends of cases; County Attorney McLaughlin gave an overview. Questions were asked in regards to the staffing and if there is any difficulty hiring for vacancies. County Attorney McLaughlin noted he has not had difficulties hiring although the hiring salary here in Cheshire County is much less than that of Merrimack or Rockingham County.

Prosecutor Grant only item noted was that there is no longer an expense for rent, as the program is housed inside county hall.

Regional Prosecutor there is no cost to the county for this program the full program cost is billed to the participating in the program.

Medical Examiner there was no questions.

Delegation presented by Administrator Coates there is a decrease to the budget mainly due to the anticipation that there will be fewer meetings.

Commissioner Cartwright provided a presentation on energy credits for the jail geothermal unit. Commissioner Cartwright was looking for support to modify the existing bill that would allow the county to take advantage of these credits because as the language in the current law does not allow the county to take advantage of them. There was a desire to gather more information on the system. Administrator Coates mentioned that the system was just certified and they are now gathering the information and as it becomes available, he will share.

Commissioner's budget was presented by Administrator Coates. The amount decreased to the education line was moved to the travel line. Dues and membership are a bit unknown at this time, there was a surplus for NHAC and they have been able to give discounts over the last few years and now that surplus has run out, leaving a potential for the dues for NHAC to increase for this year.

Finance presented by Finance Director Trombly. Audit services went out for RFP and came back with a decrease. OSS decrease is due to and every other year service that allows the county to comply with a GASB requirement for OPEB. Questions regarding the COLA and the wage study. The COLA was calculated at 1.8% matches the MNH CBA but also matches closely to the CPI. The wage study will be discussed in detail at a future meeting.

Personnel Administration presented by Finance Director Trombly. This department is where the expense for the health, dental and other employee benefit expenses are budgeted. There was a change in the third-party administrator of the county's health and dental plan to allow for some potential cost savings. There was discussion how the county has protection with individual stop loss and aggregate stop loss. There was question on how likely the trend from 2017 claims will be replicated for 2018. This is really an unknown.

Treasurer presented by Finance Director Trombly questions regarding the financial advisory fees as well as the fees associated with the posting of the required disclosures.

Information Technology review was presented by Robert Hummel. There was some discussion regarding the request for personnel change changing the role from IT Specialist to System Administrator. Hummel went into detail on the necessity of this position.

The addition of \$6,500 to line 4152.82.19 is new for the WorksHub software; which is the new work order program as well as the capital improvement plan. The software can also review information to perform an energy audit. There was a question regarding the future of major expenses due to equipment that is coming to end of life. County is currently running on OS Windows 7. Also, office platform is office 2010, and that will eventually need to be replaced, which is a costly endeavor.

County Received Grants presented by Suzanne Bansley. In total the amount being requesting is \$1.9 million in grants with a reserved amount of \$220,000 for pending applications. Some

discussions regarding the logistics of the DOT grant service area. Public health grant appears to have decreased but that it mainly because the grants were broken out differently. There was a question on whether the grants received are going up or down. Suzanne indicated that currently they are going up slightly but this budget does not reflect any new grants that will be received or awarded in 2018. The System of Care increase is due to the impact of a full year of the new grant whereas last year was only a partial year.

Grants Management presented by Suzanne Bansley. The department is more than fully offset by the admin received from the grants. No further questions or comments.

Facilities budget for the Waste Water Treatment Plant, Water Treatment Plant, Farm, Administration Building as well as County Hall were presented by Rod Bouchard.

Old jail is now down and the site needs to be cleaned. Some detailed discussion regarding the actual demo process.

Waste Water Treatment Plant outside service line is up due to an error in budgeting last year, but overall down by \$200.

The question was asked on the status of the sale of the farm property. There is currently a contract, but due to a faulty valve in the hydronic heating system there has been some damage to the house and it has been determined if the sale will go through.

Mike Wright and Stuart Adams, the farm tenants came in to go over the current use of the property as well as future plans. The barn that is in need of roof repair is very useful to the tenants. Commissioner Graves does not support investing money in the barn unless the rent increases and feels that the renter could take care of the improvements. Rep. Hunt stated that if the buildings are repaired, they would want to revisit the lease terms and look for long-term lease renewal.

County Hall budget was presented by Rod Bouchard. Outside services increase is due to the fact that there is some HVAC equipment that is not under the new service contract as the previous vendor had not inventoried the equipment properly therefore was not included in the new contract. Rod went into some detail of the issues that have crept up mainly to make note that there are items that are or will soon be failing and will be in need of future repairs. Question was asked if the repairs are due to lack of maintenance or just deterioration. Rod said that is unfortunately a combination of both. There was further discussion of this with variety of opinions.

The Administration building at 33 West Street budget was presented by Rod Bouchard. There was discussion regarding the capital request with regards to generator work. The HVAC control upgrade is for a new front end control of the system.

Behavioral Health Court budget was presented by Michael Potter. Some discussion regarding the phone line was had. Michael has requested additional funds for .29 and .29.25 lines but there was further discussion that the current funds were not spent therefore there are currently have plenty

of funds. Rep. Eaton asked if Michael has looked at the state bid for the testing cups. There were some logistical reasons why this isn't always useful.

There was a request made to Finance Director Trombly to ask if she would work with Michael to better identify the true exposure of expenses for this program. Rep. Hunt stated that the New Futures Foundation should have grant opportunities that could assist with testing.

UNH Cooperative Extension presented by Steve Roberge. Steve provided a brief overview of the budget.

At 11:55 a.m. there being no further business to discuss, Representative Tatro moved to adjourn the meeting. The motion to adjourn was seconded by Representative Hunt and upon vote the motion passed unanimously.

Respectfully submitted,  
Rep. McConnell

**MINUTES**  
**Executive Committee of Cheshire County Delegation**  
**2018 Budget Review Meeting**  
**Monday, February 5, 2018**  
**County Hall**  
**Stillman Rogers Conference Room**  
**12 Court Street, Keene, NH**

**Present:** Chair Tatro, Representatives Hunt, Eaton, Meader, Ames, Berch, Abbott, Bordenet, McConnell.

Commissioners Graves, Cartwright and Weed,

**Staff:** County Administrator Coates, Finance Director Trombly, Assistant Finance Director Hall

**Guest:** Susan Ashworth, Susan Lowe, John McLean, Robin Christopherson, Janice Wilson, Phoebe Bray, Jason Wilder, Alan Greene, Lynn Yeiter, Andy Bohanan, Elisabeth Brown, Philip Wyzik, David Tenney, Peter Skaliban, Phil Huber, Mindy Cambiar, Dick Newton

This meeting was to review the requests for funding of the outside agencies.

HCS request was presented by Susan Ashworth, Susan Lowe, and John McLean. Susan Ashworth noted that the funding request is to support the home support services program. She provided a description of the services that the program provides as well as a description of the demographic of clients served. Rep. Eaton made note that during last year's review there was a request to not ask for such large amount of funds in the future. Susan apologized as she was not present last year and had no knowledge of that. Rep. Berch asked about a new program in the area, Cheshire At Home. Susan gave a description of what she knows the program to be, as this program is run by Keene Senior Center. There was some discussion on what would happen if the funding request is not granted to the full request and what the impact on programs it would have. Susan indicated that they are in the midst of closing one program that offers home support services and cut backs to other programs would be necessary. There was a question on whether or not they still have reserves that would cover them for 20 months. HCS does not have a reserve that would cover them for that period of time; their reserves would last the agency 6 months. There was a question on whether or not reserves are used to cover any shortfall in funding. Susan explained that they use a combination of fundraising, donations and reserves to cover any shortfall. Rep. Hunt made note that he will be abstaining from any of the votes for this agency.

Monadnock Center for Violence Prevention request was presented by Shana Beckwith and Janice Wilson. There was explanation that at the end of 2017 they were awarded 2 grants. One will be used to reopen the Jaffrey office and the other is set in reserves for client assisted needs when other funds are not available. They also received additional funds from the state. The reserves at the end of the year caused the agency to have a higher than usual net income, this was strictly due to timing in receiving the new grants. There was some discussion regarding client served statistics. The volunteer hours over the years have decreased. Some of the increase in clients served was due to the re-opening of the Jaffrey office. There were questions regarding the shelter services. Location is confidential; they can serve up to 12 clients at a time. If full they are able to refer clients to other agencies throughout the state and/or country.

Children In Need of Services (CHINS) and Juvenile Conference committee request was presented by Elisabeth Brown and Andy Bohanan. Elisabeth gave an overview of the statistical information for last year as well as the demographic of the youth being served. With a grant from the state they were able to hire a part-time assistant that has been able to help with the youth that are coming through with more complex issues, due to substance abuse issues not only with themselves but within the households. There was question regarding the amount of youth in our area have decrease but the number of clients served has doubled in 5 years. Elisabeth stated the number served is not just youth it is also made up of parents or other family members seeking assistance from the program.

Keene Community Kitchen request was presented by Phoebe Bray and Duane Towns. Rep. Hunt discussed an app that helps by using consumers to deliver donated good to food pantries. There was discussion around the donation of food, where it comes from how it is received. There was discussion around the renovations to the building they are in.

Monadnock Family Services request was presentation by Phil Wyzik, David Tenney, and Peter Skalaban. The acute care services program is the area the funding is being sought for. 85% of cases are served within Cheshire County. Peter went through the statistics from last year as well as the funding sources and how important the county funds are to the services the agency provides. David provided an example of the type of client/services that are provided. The funding comes from a variety of sources and the need to blend funds is vital for the programs to exist. The question was asked how many properties does the agency own. They own three and one they are trying to sell, but they have not been able to yet. Their goal would be to have all services in one facility that would allow for greater efficiencies. The question was asked if they own property at the Wright Estate and they do not. The question was asked with the continued financial loss is the program sustainable. The answer to that is, that it has to because of their contract with the state and the profit from other programs is where the difference is made up. There were questions regarding the funding from other counties, the funding is actually from towns within the counties not the county itself. Commissioner Weed asked about transportation issues with clients and does MFS reach out to the agencies that assist with this type of services. In some cases, they use the services and, in some cases, they will go to the homes when necessary, but in a lot of cases the home visits are not profitable.

Cheshire County Child Advocacy Center request was presented by Phil Huber. Their facility has relocated since last year's budget meeting. The move was covered from grants received as well as a subsidy from the landlord Ranger Curran. Phil gave an overview of what the CAC does and the services provided. There was an addition of a family support specialist within the last year. The position supports the family post interview to ensure they are receiving the services needed. The funding from the federal government in recent years surprisingly has increased substantially due to VOCA (victims of crimes act), which has helped the organization tremendously.

Hundred Nights request was presented by Mindy Cambiar and Dick Newton. Mindy gave a statistical overview of the past year. Mindy stated the county funding is crucial to the agency as last year they had a \$3,500 deficit. This year they have seen less drastic swings in the census numbers. SCS and Hundred Nights worked very closely to address the chronically homeless, with the use of HUD funds that SCS had available to use. Letters have been sent to each of the

towns to request funding in proportion to the clients served. They have not heard back from a lot of them. They recently went through the process of reviewing other spaces to use for their shelter but are still working on finding a location to relocate to.

While waiting for the final agency there was some discussion regarding another meeting and potential areas for review to finalize the budget.

Monadnock Developmental Services request was presented by: Alan Greene, Lynn Yeiter, and Katie Sickles. There was a general discussion regarding the request for funding, the uses of the funds and programs that it supports. A question was asked as to what property the MDS owns. Lynn was unsure but will get back to the board. Alan stated that they own approx. 20 all with the intent to use for individuals with disabilities. There is one currently that is not occupied by a person with disabilities. That is being rented on a month-to-month basis and enough is charged to cover the cost of the building but no profit is made. A request for the list of properties, locations and the balance sheet to be delivered for the next meeting.

At 12:05 p.m. there being no further business to discuss, Representative Tatro moved to adjourn the meeting. The motion to adjourn was seconded by Representative Hunt and upon vote the motion passed unanimously.

Respectfully submitted,  
Rep. James McConnell

**MINUTES**  
**Executive Committee of Cheshire County Delegation**  
**2018 Budget Review Meeting**  
**Monday, February 12, 2018**  
**County Hall**  
**Stillman Rogers Conference Room**  
**12 Court Street, Keene, NH**

**Present:** Chair Bruce, Representatives Hunt, Eaton, Meader, Ames, Berch, Abbott, Bordenet, McConnell.

Commissioners Graves, Cartwright and Weed

**Staff:** County Administrator Coates, Finance Director Trombly, Assistant Finance Director Hall, Superintendent Van Wickler

The Superintendent was recognized to make a presentation with regards to the budget of the Department of Corrections. Van Wickler stated he would like to have the items that were removed to be reinstated and he will eliminate \$34,000 from the operating budget.

**At 9:05AM Pursuant to RSA 91-A:3, II(c) Rep Tatro made a motion to enter nonpublic session and was seconded by Rep. Eaton, to discuss matters which, if discussed in public, would likely affect adversely the reputation of any person, other than a member of this board, unless such person requests an open meeting.**

**As a result of deliberations in non-public no decisions were made and no vote was taken.**

**At 9:40 am the executive committee voted unanimously to return to public session.**

A directive has been made to have the superintendent find \$40,000 to decrease the operations budget along with that the approval of the additional expenditures requested by Superintendent Van Wickler will be reinstated.

Representative Eaton went into discussion with regards to the Sheriff vehicles. The Tahoe should be sold and not turned into the dispatch repair vehicle and they should add the other vehicle requested back into the budget. Motion was made by Representative Eaton to add \$17,500 for the Sheriff vehicle. The motion was seconded by Representative Ames vote 3 against 6 in favor. Motion passes.

Representative McConnell discussed the outside agency (OSA) funding and possible reductions that could be made. Representative Tatro offered information that was received at the Swanzey deliberative session with regards to top salaries of some agencies.

Administrator Coates had some information regarding the OSA funding from other counties. Representative Hunt remarked that of the history of the OSA funding was reviewed one would notice that the funding was decreased a number of years ago. The "double dipping" for OSA continues to be a topic of conversation.

The recommendation was made to have the commissioners reach out to the OSA to only request funds from towns or the county and not both. It was noted that the funds the OSA received from the county are not used to offset programs provided to other counties. Representative Eaton made a recommendation to decrease the funding of HCS by \$5,000 due to the fact that they keep asking for more money year over years despite the request to them to not make such requests. Representative Ames disagrees with this philosophy.

**Motion made by Representative Berch and seconded by Rep. Ames to approve the OSA \$208,600 for OSA funding. Vote was taken, 9 in favor and 0 opposed. Motion passes.** There is an expectation that the OSA go to the towns in Hillsboro County for funding as well.

Representative Abbott had a question with regards to the COLA calculation where the figure came from. Administrator Coates and Director Trombly gave an overview of the wage and classification study process as well as the calculation of the COLA.

**Motion was made by Representative Meader to accept the bottom-line budget \$50,494,359.00. The Motion was seconded by Representative Hunt. Vote all in favor. Motion passes.**

**Motion was made by Representative Meader to accept the taxes to be raised as \$28,119,999. The motion was seconded by Representative Hunt. Vote all in favor. Motion passes.**

Director Trombly presented a review for the 4<sup>th</sup> quarter 2017.

**Motion by Representative Hunt to accept the budget review as presented by Director Trombly. Representative McConnell seconded the motion. Vote all in favor. Motion passes.**

There was a review of the elected official salary. This is an election year the salaries must be set in advance of the filing period. Representative Tatro moved to accept the elected official's salaries as presented:

- County Attorney \$85,000
- Commissioners (each) \$11,000
- Treasurer \$1,500
- Registrar of Deeds \$57,000
- Sheriff \$57,000

**The motion of the elected official's salaries was seconded by Representative McConnell. Vote all in favor. Motion passes.**

Delegation meeting set for March 19<sup>th</sup> 7:00 p.m.

**At 12:15 p.m. there being no further business to discuss, Representative Tatro moved to adjourn the meeting. The motion to adjourn was seconded by Representative Hunt and upon vote the motion passed unanimously.**

Respectfully submitted,  
Rep. James McConnell

**Minutes of the  
Cheshire County Delegation  
March 19, 2018  
County Hall Building  
Delegation Meeting Room  
12 Court Street, Keene, NH 03431**

**Present:** Chair Dan Eaton, Vice Chair Paul Berch, Clerk Marjorie Shepardson, Reps. John Hunt, H. A. L. Parkhurst, David Meader, Lucy Weber, Bruce Tatro, Delmar Burridge, Richard Ames, John Mann, Michael Abbott, James McConnell, John Bordenet, William Pearson, Cathryn Harvey, John O'Day, Barry Faulkner, and Donovan Fenton.  
**Absent:** Rep's, Gladys Johnsen, Frank Sterling, Douglas Ley, and Joseph Stallcop.

The meeting was called to order at 7:03PM by the Chairman.

The meeting opened and Rep. Bruce Tatro was recognized and made a motion **To accept and adopt the Executive Committee proposed budget for 2018 in the amount of \$50,494,359.**

Rep. Hunt seconded the motion. Rep. Burridge then was recognized and spoke to a request for funding a program known as ARK (All R Kids Supervised Visitation Center) located in Jaffrey that provides a safe space for divorcing couples to meet with their children when under court ordered supervision. He put forth an amendment to the budget to increase the executive committee recommended budget by \$9,000.00 to provide emergency temporary funding for the ARK program as a safe space for families in distress was made.

Sheriff Rivera was recognized and spoke to the need of the ARK service for the community. He said that as of now there is not a space in the County for children to meet with their parents who are in dispute. Rivera said that program costs about \$130,000.00 a year to run including in-kind from the use of the building that houses the program and personnel time. He said that they hoped to see approximately \$30,000.00 from the State of New Hampshire Attorney General's office to assist in partially funding the operation.

Sam LaFortune of the ARK program then rose and responded to a question concerning operational costs and said that it runs about \$104,000.00 to keep the program open for four (4) days a week. It would take about \$3,000.00 a month in staffing and overhead to keep the program going for two (2) days a week and said that the \$9,000.00 would be a short-term need, and that other funding may be coming.

Rep. Webber then said that she was not sure of how long the \$9,000.00 would run the program. LaFortune explained that the \$9,000.00 would run the center for approximately three (3) months if the operation ran two days a week.

Rep. Tatro then said that he was not sure how he could support the funding based on the very late request without any prior notice or backup documentation. He said that he was concerned about the method and approach and the increase in costs.

Rep. Sherpardson asked about support from the United Way. Rivera said that discussion is underway and he is hopefully that funding will be forth coming.

Rep. Hunt then said that the process is very unusual and that some sort of contact even via email would have been welcome. He said that is not the correct process to proceed to gain funding.

**Rep. Abbott said he was calling the motion to limit debate. The motion passed via voice vote unanimously.**

Rep Eaton then said that if the amendment to the 2018 budget by Rep Burrige passes the motion would be raised to \$50,494,359 plus \$9,000.00. for a total of \$50,503,359.00 and called for a rollcall vote. **Upon vote the amendment failed 11 to 8.**

**The Motion to accept the 2018 budget for \$50,494.359.00 as presented was then voted and passed 18 – 1.**

Rep Berch was then recognized and moved **To adopt 2018 taxes to be raised from the city and towns of the County in the amount of \$28,119,999 for the 2018 budget year.**

**Rep Ames seconded the motion. There was no discussion and the motion passed 19-0, unanimously.**

Rep. Eaton recognized Rep. Parkhurst and he moved **To accept and adopt the Executive Committee recommendation to set the elected officials salary effective January 1, 2019**

- **County Commissioners – at rate of \$11,000.00 per year**
- **County Treasurer – at rate of \$1,500.00 per year**
- **Register of Deeds – at rate of \$57,000.00 per year**
- **County Attorney – at rate of \$85,000.00 per year**
- **County Sheriff – at rate of \$57,000.00 per year**

Motion was seconded by Rep. Abbott.

**Rep. Eaton said that he moved to increase the County Attorney salary by \$2,500.00 to \$87,500.00. Seconded by Rep Burrige.**

Rep. Weber asked for clarification. Trombly said that the 2017 salary was set at \$82,000.00 and \$85,000.00 was recommended by the Executive Committee. Now an additional increase of \$2,500.00 to \$87,500.00 was being sought. A discussion of the number of programmatic changes that have been added in the County Attorney Office in the last year was had and the significant increase in workload was discussed.

Trombly then handed out a spreadsheet that shows all salaries from the ten (10) Counties in the state that compares the salaries of the County Attorney's.

Following questions about the data on the spreadsheet, Rep. Abbott moved to limit debate. **A roll call vote to increase the salary of the County Attorney by \$2,500.00 to \$87,500 for the 2019 – 2021 budgets was made. Following vote the motion passed 12 – 7.**

**Rep. Parkhurst then moved to accept the amended motion to increase the salary amount to \$87,500.00 for the County Attorney and to maintain the proposed salaries for all other elected officials. Upon vote the motion passed 19-0.**

Rep. Eaton then recognized Administrator Coates who discussed the new dispatch center funding and commended the Delegation and Commissioners for allowing him to do innovative work in raising funds for County projects. He said that the fund to restore the old windows matching dollar threshold has been met and approximately \$265,000.00 has been raised.

He discussed other creative ways such as bartering and grants that the staff has procured services and goods and reviewed the revamping of the Latchis parking lot and the replacement of the large overhead garage doors at the old department of corrections site. He said that a number of grants have been submitted to further increase the non-taxpayers funding of projects.

Rep. Eaton then introduced Steve Horton, of Steve Horton Construction Consulting, who has been retained as the County's Owner's Representative for the project.

Horton provided an overview of the process that is being followed and the steps that have been taken to produce the design plans to date. Administrator Coates said that updates will be posted on the website and Rep. Eaton suggested a meeting in May to provide an overview of the project.

Horton said that the design phase is completed and the initial bidding would be completed by May with construction starting in mid-May.

Coates said in response to a question concerning keeping the public informed of the projects progress that updates will be posted on the County website.

Rep. Eaton said that a discussion of the Managed Care program is needed for the delegation to know more about the direction of the state's managed care recommendations.

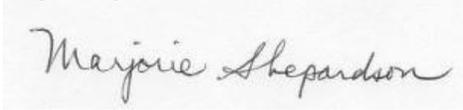
Kindopp then discussed the history of Medicare Managed Care and since 2011 a great deal of work has been done on the subject. He said that the nursing home industry have the greatest number of regulations of any industry in the U. S.

Kindopp said that despite New Hampshire being the 3<sup>rd</sup> worst state in country for Medicaid reimbursement it is in the top 3 for performance and she said that Maplewood has been in the top 1% of all nursing homes in the County for the past three years. She also said that New Hampshire is in the top three (3) states with the highest quality nursing home.

Kindopp in answering a question about staffing said that LNA's and RN's are still in very short supply.

There being no further business coming before the Delegation, Rep. Pearson moved to adjourn the meeting and was seconded by Rep. Mann. The meeting was adjourned at 8:05PM.

Respectfully submitted,

A handwritten signature in cursive script that reads "Marjorie Shepardson". The signature is written in dark ink on a light-colored, slightly textured background.

Rep. Marjorie Shepardson, Clerk

**Minutes of the  
Cheshire County Delegation  
August 6, 2018  
County Hall Building  
Delegation Meeting Room  
12 Court Street, Keene, NH 03431**

**Present:** Chair Dan Eaton, Vice Chair Paul Berch, Clerk Marjorie Shepardson, Reps. John Hunt, H. A. L. Parkhurst, David Meader, Lucy Weber, Bruce Tatro, Delmar Burrige, Richard Ames, John Mann, Michael Abbott, James McConnell, John Bordenet, William Pearson, Cathryn Harvey, John O'Day, and Donovan Fenton. Gladys Johnsen, Frank Sterling  
**Absent:** Rep's, Barry Faulkner, Douglas Ley, and Joseph Stallcop.

The meeting was called to order at 7:02PM by Chairman Eaton. The meeting was then immediately recessed for a minimum of 15 minutes to allow the Executive Committee to conclude their business so that a complete presentation can be made to the full delegation.

At 7:30PM the Delegation meeting resumed and the County Administrator was recognized and he discussed the 2017 Annual Report Dedications for employees who "just do their jobs quietly and with dedication". Kathryn Kindopp recognized Sabrina Priest as one of the staff to whom the 2017 Annual Report is dedicated and read the dedication that will appear in the Annual Report.

*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 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.*

Administrator Coates then recognized Correctional Officer Scott McLaughlin for his work as the Federal Liaison Officer at the Department of Corrections and thanked McLaughlin for his work. He then read the following into the minutes of the meeting.

*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 himself and the County of Cheshire.*

Human Resources Director, Kim May and Assistant County Administrator, Rod Bouchard then recognized Pam Fortner, and May read the dedication that will appear in the 2017 Annual Report and congratulated her on her many achievements in her 35-year career.

*Safety Officer, Pamela Fortner*

*Pam has served the County for 35 years and during that time has worked her way from serving in Environmental 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.*

#### DHHS PRESENTATION

Henry Lipman of the State Department of Health and Human services was then recognized and provided an overview of the Integrated Delivery Network (IDN) and 1115(a) Building Capacity for Transformation: Delivery System Reform Incentive Payment (DSRIP) Demonstration Waiver, as he had done for the Commissioners and the Executive Committee earlier.

Lippman reported that we will be receiving additional federal money for the Department of Health and Human Services. He explained that the money will go to the counties but they will send half of it to the State of NH where it will be matched, and then each county will receive more back than they would have gotten otherwise.

Rep. Weber asked how the money that will be sent back to the county will be put to use. Ann Landry of Director of the Region 1 IDN spoke to \$1.1M that was already sent back to the County thus far for IDN programs and highlighted the programs that have been implemented. Landry said the money will go to Monadnock Family Services to help keep people in their homes rather than going to a nursing home. People with Medicaid will be able to use these services.

#### RESOLUTION

A Resolution for the funding and support of the Integrated Delivery Network for Cheshire County was then presented by Rep. Eaton:

*WHEREAS, the State of New Hampshire in partnership with the counties and providers established a program known as the Behavioral Health Transformation Waiver to increase the capacity of behavioral health services in New Hampshire, integrate behavioral health and primary care and increase supports for persons who are transitioning out of institutional settings; and*

*WHEREAS, the Department of Health and Human Services in January 2016 obtained up to \$30 million per year for five years in federal funding from the Centers for Medicaid and Medicare Services (CMS) for this program that was based on both state and county health care spending; and*

*WHEREAS, in order to deliver these additional behavioral health services there have been established seven new Integrated Delivery Networks across the state that are comprised of each*

county, community mental health centers, hospitals, physician practices, area agencies delivering disability services and many social service agencies; and

WHEREAS, the State has obtained approval from CMS of a State Plan Amendment for the funding of ProShare and Certified Public Expenditure payments for the counties that will generate additional ProShare and Certified Public Expenditure revenue beyond what was budgeted by the counties for 2018 and that is expected to exceed the projected ProShare budgets for 2019 and 2020; and

WHEREAS, the Behavioral Health Transformation Waiver is to be funded through December 31, 2020,

NOW THEREFORE, in order to support the programs and services that are benefiting the county and its residents through the Integrated Delivery Networks, the authorized representatives of the County of Cheshire, approve the following:

1. For calendar year 2018, a contribution of county funds that will not exceed 50% (less 5.5% for the bed tax) of the incremental increase over the 2017 Pro Share receipt from the State's payment to the county for the operation of the county nursing facility;

2. For the calendar years 2019 and 2020, no later than 7 days following the mid-year meeting of the Delegation to amend the County budget for the receipt of Pro Share and/or Certified Public Expenditure Payment from the Department of Health and Human Services and submission of a detailed description of the calculation of such payments, a contribution of county funds not to exceed 50% (less 5.5% for the bed tax) of the incremental increase over the 2017 Pro Share receipt from the State's payment to the county for the operation of the county nursing facility.

#### **MOTION RE: 2018 ProShare Funds**

**The motion was moved by Rep. Berch and seconded by Rep. Hunt. Berch then read the motion to accept the following resolutions:**

*Motion to Increase revenue line #3404.10.00 (State of NH Proportional Share Funds) by \$1,790,383 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 # 4411.29.00, Maplewood Administration Dues by \$13,200 for the 2018 dues to continue participation as a member of the New Hampshire Health Care Association.*

*Increase account # 4411.85.00, Maplewood Administration Nursing Quality Assessment Tax (Bed Tax) by \$67,369 for the increase in the bed tax expense due to the incremental increase of Pro Share funds in 2018.*

*Establish account # 4915.89.00 – \$50,000. Reserve acct – Set aside for the creation of a Handy Man Program.*

*Establish account # 4441.56.02, IDN – 1115 \$578,756 Waiver Payment to allow for an intergovernmental transfer to the State of NH to continue to support the IDN's that have been established since 2016.*

*Decrease MNH Revenues by a net of \$586,735 in order to offset lower census levels for 2018.*

*Furthermore, to reserve the remaining \$494,323 by applying to fund balance to offset a portion of the 2019 MNH Revenue shortfall that will ultimately offset taxes to be raised.*

**A Roll call vote was then taken and the vote was unanimous. Motion carried 20-0**

**MOTION: Other Budget Amendments Motion made by Rep. Ames and seconded by Rep. Abbott.**

*Motion to Increase revenue line # 3403.02.00 (Federal Inmate Revenue) by \$238,398 for additional revenues realized in 2018 and Increase revenue line #3403.07.00 (Miscellaneous DOC Revenue) by \$8,500 for the receipt of insurance proceeds and to authorize the use of these additional revenues as follows:*

*Increase account # 4194.81.15, Farm Maintenance by \$7,000 for the removal of tires at the Farm/Old Department of Corrections in Westmoreland.*

*Increase account # 4900.89.00, Capital Improvement by \$62,536 for additional funds needed for the Demolition of the Old DOC in Westmoreland.*

*Increase account # 4900.97.12, Capital Equipment DOC by \$41,362 for the following:*

*\$11,200 to purchase a new Electric Kettle to replace steam kettle  
\$30,162 to replace DOC vehicle that was totaled in an accident*

*Increase account # 4900.97.93, Dispatch Capital Equipment by \$36,000 to repair or replace a Dispatch Radio damaged by rodents.*

*Increase account # 4915.89.00, DOC Capital Reserves by \$100,000 to set aside for further capital needs at the Department of Corrections.*

Rep. James McConnell spoke against the \$100,000 set aside for the Department of Corrections, saying that it might be needed for the nursing home project. Rep. Henry Parkhurst and Rep. Frank Sterling asked questions about the loss of a vehicle from the Department of Corrections recent accident and spoke in favor of the money reserves being set aside for the Department of Corrections. It was stated that the Executive Committee voted in favor of increasing the revenue lines by 7-2.

**Upon roll call vote the motion passed with a vote of 18-2, with Rep's McConnell and O'Day voting Nay.**

**MOTION RE: Total Amended budget for 2018 - Rep. Hunt moves and Rep. Meader seconds.**

*To accept and adopt the Executive Committee proposed amended budget for 2018 for a total budget of \$51,450,582.*

**Upon Roll Call vote, the motion passed Unanimously. 20-0.**

MAPLEWOOD RECONSTRUCTION PROJECT UPDATE

County owners representative Steve Horton made a presentation on how the progress of the project. There were problems with the first-chosen Construction Management bidder and the cost was going to go over budget by about \$4 million. The County then accepted D.E.W./McMillan's bid as they were the second highest rated bidder and worked with them to get expenses back within the original budget for the project. Because of these complications the schedule has gotten delayed but it is anticipated will be breaking ground within the next few weeks with a formal a ground-breaking ceremony in September.

OLD COURTHOUSE WINDOW RENOVATION PROJECT UPDATE

Administrator Coates explained that the county has gotten a grant from LCHIP for \$118,000.00 and has raised \$162,000.00 in private funds. Window Masters of Dublin won the bid for \$234,053.00. They will remove ten (10) windows at a time to rebuild them and restore the window frames so they are historically correct. The project is scheduled for approximately eighteen (18) weeks and should be done by the end of the year.

OTHER BUSINESS

There was a question as to why Rep. Stallcop was still on the rolls since he has moved. It was answered that by State RSA's that nothing can be done before the elections in November.

There being no further business coming before the Delegation, Rep. Pearson moved to adjourn the meeting and was seconded by Rep. Mann. The meeting was adjourned at 8:17PM.

Respectfully submitted,



Rep. Marjorie Shepardson, Clerk

**Cheshire County Delegation Meeting  
Organizational Meeting and Public Meeting  
December 10, 2018  
County Hall Building  
Delegation Meeting Room  
12 Court Street, Keene, NH**

Chairman Eaton called the meeting to order at 7:00pm for the purpose of conducting the bi-annual Delegation Organizational meeting and to hold a public information session on the Commissioners proposed 2019 budget and to hear an update on the progress of the Maplewood Nursing Home reconstruction project. The Chair then recognized Rep. Tatro.

Rep. Tatro moved to re-elect Rep. Eaton as the Delegation Chair and was seconded by Rep. Berch. **Upon vote the motion passed unanimously.**

Rep. Eaton then moved to re-elect Rep. Berch as the Delegation Vice Chair and was seconded by Rep. Parkhurst. **Upon vote the motion passed unanimously**

Rep. Meader moved to elect Rep. Gormarlo as the Clerk of the Delegation and was seconded by Rep. Berch. **Upon vote the motion passed unanimously.** Casting one ballot for all positions.

Rep. Tatro was then re-appointed as the Chairman of the Executive Committee, Rep. Berch was re-appointed as the Vice Chair, and Rep. Gormarlo was appointed as the Clerk by unanimous vote.

Further, Rep. Abbott was appointed as the Chair of the Farm Committee and Rep. Pearson was appointed as the Delegation Liaison for the Cooperative Extension Advisory Committee by unanimous vote.

Rep. Eaton recognized Commissioners Graves and Cartwright for their courtesy and professional demeanor and leadership for their terms of office and spoke of their contributions to the advancement of the County over the past few years including the successful launch of the Nursing Home Reconstruction project.

Commissioner Graves was then recognized and presented the 2019 Commissioners Proposed budget. He then answered a few questions from the Representatives and thanked the Delegation for working so well with the Commissioners during his tenure.

Maplewood Owners Representative Steve Horton was then recognized to review the status of the Maplewood reconstruction project. He said that the project was on budget and meeting the projected timeline and thus far everything was moving forward as planned.

Horton then introduced Adam Lornitzo from Banwell Architects who provided an overview of the history and the current status of the construction. He said that he concurred that the project was running smoothly with few issues thus far.

Taylor Woodward from DEW Construction, who is the DEW Project Manager, was then recognized and thanked everyone for the faith that has been placed in DEW to complete the project and he that he would do everything to maintain that trust. He then displayed a number of slides that showed the work site and the layout of the project. He outlined the phases of the project and said that it will approximately two years for the project start to finish. He outlined the demolition of administrative wing and spoke to the fact that the project is on time.

**There being no other business to come before the body, Rep. Parkhurst moved to adjourn and was seconded by Rep. Weber. Upon voice vote the meeting was adjourned at 7:36pm.**

Respectfully submitted,

R. Bouchard  
Clerk, Pro-Tempore

**Cheshire County Executive Committee Meeting**  
**County Hall Building**  
**Delegation Meeting Room**  
**12 Court Street, Keene, NH**  
**December 10, 2018**

**Present:** Representatives; Chair Bruce Tatro, Dan Eaton, John Hunt, David Meader, Paul Berch, John Mann, Michael Abbott, John Bordenet, William Pearson, Cathryn Harvey, Sparky Von Plinsky, Jennie Gomarlo.

**Absent:** None

**Staff:** County Administrator Coates, Finance Director Trombly, Assistant Finance Director Hall, and Assistant County Administrator Bouchard.

**Other Elected Officials:** County Treasurer John Wozmak, County Treasurer (elect) Terry Clark, Commissioners C. Weed and R. Englund (Elect)

Chairman Tatro called the meeting to order at 7:45pm and opened the meeting and then discussed the ground rules for the operation of the meetings.

Rollcall was then completed.

County Finance Director Sheryl Trombly was then recognized and handed out the 2019 Commissioners Proposed Budget materials.

Trombly then reviewed the 3<sup>rd</sup> quarter budget review. County overall general county budget was 76%.

*RE: 3rd quarter 2018 Budget Review*

*At the end of the third quarter, revenues adjusted for the collection of taxes and timing for the receipt of other revenues have reached 76.00% of the General County budgeted revenues with the Nursing Home having achieved 72.54%. As revenues should be at 75%, this indicates that revenues are above expectations for the General County and running short for the Nursing Home. The totals combined are over by approximately \$39,000.*

*At the end of the third quarter, expenses are under budget by approximately \$1,015,000 after adjusting for major items that have not been expended due to timing. Overall county expenses are at 74.30% spent and Maplewood having expended 72.94% of their appropriated budget.*

*As you review the third 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 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 17th for 2018.*

*Grant Reimbursement line items – Federal Grants Reimbursement as well as Non-Federal Grants Reimbursements combined have achieved approximately 48% of budgeted revenues. These revenues are offset by expenses so any shortfall will have a direct impact on expenses coming under as well.*

*Sheriff Fees overall are at 68% realized as of the third quarter. Funds were allocated for the hiring of a deputy to be designated for the Drug Task Force. As this position has not been filled, much of this shortfall will be covered by payroll expenses as a result of the vacancy for this position.*

*Federal Inmates revenues are at 98% received. The 2018 census is budgeted for 37 Federal Inmates. As of today, the current census is at 42 with an average of 54. Revenues should exceed \$2,000,000 by year end.*

*Sale of County Property – This revenue item is for the sale of the Blood Farm Home in Westmoreland. The property did sell for \$99,066 with the closing that took place in early November.*

*Jaffrey District Court Lease – This budget line is at 8.02% of its projected revenues at the end of the third quarter but will attain 100% of its budgeted revenue. This revenue is the lease payment received by the State of NH that is directly tied to the annual bond payment for the Jaffrey District Court House. The State reimburses the County two times a year to coincide with the timing of the interest and principal payments.*

*Transfer from Fund Balance is at 0.00%. This line item will remain at 0.00% throughout the year. No entry is made as the offset is an accounting function of an automated decline in fund balance based on actuals and the final amount needed from fund balance at year-end.*

*Transfer from Special Revenue Fund is at 0.00%. This line item is for funds that have been set aside that were attained through fund raising efforts for the Court House Windows. This project will be getting underway in the very near future and as expenses are incurred funds will be transferred in to offset the expenses.*

*Transfer from Capital Reserve – This item is at 0.00% as of the third quarter. This budget item specifically offsets certain capital reserve projects and as the projects are expended transfers will be made to offset the applicable expenses.*

#### *Expenses: General County*

*Treasurer – This department is over budget having expended 98.29% as of the third quarter. This is timing due to costs associated with the Tax Anticipation Note (TAN) borrowing that happens once per year. This budget will level off by years end.*

*Medical Examiner – This budget has spent 100% of the appropriated budget. The expenses tracked within this department is based on statute that requires the County to pay for the travel and fees for the Medical Examiners that are called upon for untimely deaths in the county.*

*Human Services (Medicaid Expense) – This budget covers the County contribution towards the cost of County Residents living in Nursing Homes and Home and Community based Care and supported by*

*Medicaid. The County is responsible for 100% of the nonfederal share. Having just received our billing for the last have of 2018, this budget will go over by approximately \$40,000 for 2018 however it is expected to be managed within the overall budget without any further amendment needed.*

*Behavioral Health Court has expended only 61.91% of their budget. Medicaid Expansion has had a significant impact on reducing the need for County payment to providers for services for clients in this program. As many clients are now covered under the expansion program, providers are able to bill for their services.*

*County Received Grants is running under budget as of September 30th having expended 55.43% of the budget. As expenses captured in this budget are fully grant funded, offsetting revenues are coming in under as well.*

*Bonded Debt – Debt payments are made according to debt payment schedules throughout the year. The principal and interest payments will be fully expended by the end of 2018.*

*Most all department budgets are under as of September 30, 2018. It is anticipated that the combined surplus will be approximately \$200,000.*

#### *Revenues: Maplewood Nursing Home*

*Overall adjusted for timing, Maplewood Nursing Home has achieved 72.54% of the 2018 revenue projections. A census of 133 was budgeted for 2018 and currently the average census is 125. A budget amendment was brought forward in August to use some of the Pro Share funds to reduce the original revenue projections for 2018. After making the revenue budget adjustments it is still anticipated that there will be a shortfall of approximately \$300,000 by year end. As reported in the second quarter the average census was at 122 of which we are currently at 125. Some of the lower census is attributable to staffing levels that are being challenged by the shortage of nursing and health care workers locally and nationally. Although staffing does have an impact on the lower census there is effort to increase the current census levels.*

#### *Expenses: Maplewood Nursing Home*

*Maplewood Departments – Overall expenses for Maplewood are at 71.03% expended (adjusted for timing). This equates to expenses being under budget by approximately \$800,000.*

*As you review the nursing home departments you will find that they are well within or well under budgeted expenses.*

*There are certain line items in the nursing budget that are considerably over budget such as contracted nursing registry lines for RN's and LPN's. Due to the shortage of nurses, we have had to rely more heavily on Contracted Agency Nursing services to provide additional staffing. However even with the support of the outside agencies there is still a shortfall of nurses and LNA's. The overages on these particular line items are more than covered by the shortfall on actual payroll lines where staff wages are not being expended.*

*The Nursing Home Administrator along with the management team and the support of the County Administrator, HR Director, Finance Director and Commissioners are putting a great deal of effort in being creative to find ways to be competitive in recruiting and retaining nurses as well as other support staff at the nursing home. This becomes more and more difficult as we compete against all of the local health care agencies that are dealing with the same challenges. As we go through 2019 and meet during the budget reviews, we will keep you updated on our efforts.*

Trombly answered a number of questions concerning the quarterly report and she spoke to the general projections for the 4<sup>th</sup> quarter saying that everything appears to be on track and well within guidelines.

Rep. Pearson moved to accept the 3<sup>rd</sup> quarter report and was seconded by Rep. Berch. **Upon vote the motion passed unanimously.**

**Representative Daniel Eaton, acknowledged the presence of County Treasurer Wozmak and of incoming Treasurer Terry Clark who were in attendance, and then moved to “Authorize the Treasurer of the County of Cheshire, upon the request of the County Board of Commissioners, to borrow in anticipation of taxes, a Tax Anticipate Note (TAN) with the amount not to exceed \$21,000,000.00 for the 2019 budget year, January 1, 2019 to December 31, 2019”. Representative Meader seconded the motion. Upon vote the motion passed unanimously.**

**At 8:20PM Rep. Berch moved to adjourn and was seconded by Rep. Pearson. The motion passed by unanimous voice vote and the meeting was adjourned.**

Respectfully submitted,

R. Bouchard  
Clerk Pro-Tempore

**2018 Donations Received**  
**Old Court House Renovation Fund Raising Project**

| <b><u>Donations Received From:</u></b>               | <b><u>Amount Received:</u></b> |
|--|--------------------------------|
| 1. Burdick, Paula                                    | \$25.00                        |
| 2. C&S Wholesale Grocers                             | \$1,000.00                     |
| 3. Cheshire County Republicans Committee             | \$300.00                       |
| 4. Coates, Chris                                     | \$750.00                       |
| 5. Donahue. L (Donahue Law, P.A.)                    | \$100.00                       |
| 6. Faulkner Family Fund                              | \$1,000.00                     |
| 7. Foundation for the Preservation of Historic Keene | \$600.00                       |
| 8. Gallup, Patricia                                  | \$35,000.00                    |
| 9. Hampsey, Bernard & Jean                           | \$1,500.00                     |
| 10. Heed, Peter                                      | \$250.00                       |
| 11. Keene Downtown Housing Corp                      | \$10,000.00                    |
| 12. Lane, Howard and Kendall                         | \$2,500.00                     |
| 13. Little, Pamela                                   | \$500.00                       |
| 14. Lyle, Karen                                      | \$50.00                        |
| 15. Mangones, Philip & Linda                         | \$1,000.00                     |
| 16. Peterson, Janice                                 | \$250.00                       |
| 17. Pratt, John                                      | \$200.00                       |
| 18. Sweeney, Sue Ellen                               | \$50.00                        |
| 19. Truslow, Lucy                                    | \$50.00                        |
| 20. Weed, Charles                                    | \$100.00                       |
| 21. Weldon, Anita & James                            | \$200.00                       |
| <b>Total 2018 Pledges and Receipts</b>               | <b><u>\$55,425.00</u></b>      |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Financial Statements**  
**With Schedule of Expenditures of Federal Awards**  
**December 31, 2018**  
**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, 2018**

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**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**FINANCIAL STATEMENTS**  
**December 31, 2018**

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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, 2018, 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 from 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, 2018, 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 changes in the County's proportionate share of the net OPEB liability, schedule of County OPEB contributions, schedule of changes in the County's total OPEB liability and related ratios, schedule of changes in the County's proportionate share of the net pension liability, and the schedule of County pension contributions on pages i-x and 37-44 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 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 23, 2019 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 the effectiveness of the County of Cheshire, New Hampshire's internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the County of Cheshire, New Hampshire's internal control over financial reporting and compliance.

Vachon Clukay & Company PC

Manchester, New Hampshire  
April 23, 2019

## 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, 2018. 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 2018 are as follows:

- The County's net position for year-end was \$9,242,554 an increase of \$4,405,052 which represents a 91.06% increase over the 2017 restated net position of \$4,837,502. The restatement of 2017 net position was due to the implementation of GASB 75. The major impact for the increase is the reduction in overall bonded debt.
- At the end of the current year, the County's governmental funds reported a combined ending fund balance of \$40,685,286 a decrease of \$2,487,196 from the prior year balance of \$43,172,482. The decrease represents payments of bond proceed for the renovation of Maplewood Nursing Home. Of this amount, \$8,272,030 is available for spending (unassigned).
- At the end of the current year, unassigned fund balance for the General Fund was \$8,272,030, which represents a 35.41% increase from the prior year balance of \$6,108,734. The major increase in this amount is adjusting for the accounting of the portion of fund balance that is appropriated to offset taxes in the subsequent budget year. This amount previously was part of the assigned fund balance but is now part of the unassigned fund balance. The 2019 budget did allocate \$1,725,823 to reduce taxes to be raised. For comparison purposes this still would have increased unassigned fund balance by \$437,473 or 7.16%.

### 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.

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

### STATEMENT OF NET POSITION AND STATEMENT OF ACTIVITIES

The statement of net position presents information on all of the County's assets, deferred outflows of resources, liabilities, and deferred inflows of resources with the balance reported as net position. The statement of activities presents information showing how the County's net position changed during the current year. These statements are prepared using the accrual basis of accounting similar to the accounting method used by private sector companies. This basis of accounting takes into consideration all of the current year's revenues and expenses, regardless of when the cash is received or paid.

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 2018, 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

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

revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The County maintains a multitude of individual governmental funds. Information is presented separately on the governmental fund balance sheet and on the governmental fund statement of revenues, expenditures, and changes in fund balances for the major funds, identified earlier as the General Fund 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, Jail Canteen, Court House Restoration Fund, 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 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, 2018 compared with 2017.

County assets and deferred outflows of resources exceeded liabilities and deferred inflows of resources by \$9,242,554 as of December 31, 2018. This is an increase in net position, of \$4,405,052 from 2017.

Cheshire County, New Hampshire Net Position  
As of December 31, 2018 and December 31, 2017

|                                    | <b>Governmental Activities</b> |               |
|------------------------------------|--------------------------------|---------------|
|                                    | <b>2018</b>                    | <b>2017</b>   |
| Current and Other Assets           | \$ 46,382,049                  | \$ 47,920,983 |
| Direct Financing Lease A/R         | 278,850                        | 427,570       |
| Note Receivable                    | 750,000                        | 750,000       |
| Capital Assets, Net                | 41,317,320                     | 38,471,425    |
| Total Assets                       | \$ 88,728,219                  | \$ 87,569,978 |
| <br>Deferred Outflows of Resources |                                |               |
| Loss on debt refunding             | 806,525                        | 983,134       |
| Def outflow OBEB Liab              | 261,768                        | 203,298       |

...

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

Cheshire County, New Hampshire Net Position  
As of December 31, 2018 and December 31, 2017

|                                  | <b>Governmental Activities</b> |                      |
|----------------------------------|--------------------------------|----------------------|
|                                  | <b>2018</b>                    | <b>2017</b>          |
| Def Outflows Net Pension Liab    | <u>2,743,676</u>               | <u>3,754,413</u>     |
| Total Deferred Outflows          | <u>\$ 3,811,969</u>            | <u>\$ 4,940,845</u>  |
| <br>                             |                                |                      |
| Current Liabilities              | 8,531,078                      | 7,853,044            |
| Non current Liabilities          | <u>71,807,193</u>              | <u>78,810,746</u>    |
| Total Liabilities                | <u>\$ 80,338,271</u>           | <u>\$ 86,663,790</u> |
| <br>                             |                                |                      |
| Deferred Inflows of Resources    |                                |                      |
| Unearned Revenue                 | \$ 37,570                      | \$ 62,400            |
| Def Inflow OBEB Liab             | 268,161                        | 231,729              |
| Def Inflow Net Pension Liab      | <u>2,653,632</u>               | <u>715,402</u>       |
| Total Deferred Inflows           | <u>\$ 2,959,363</u>            | <u>\$ 1,009,531</u>  |
| Net Position                     |                                |                      |
| Net Investment in Capital Assets | 20,763,229                     | 17,448,216           |
| Restricted                       | 331,639                        | 281,625              |
| Unrestricted (deficit)           | <u>(11,852,314)</u>            | <u>(12,892,339)</u>  |
| Total Net Position               | <u>\$ 9,242,554</u>            | <u>\$ 4,837,502</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 (\$20,763,229) 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 (\$331,639) 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 (-\$11,852,314) resulted in an increase of \$1,040,025 over 2017 of (-\$12,892,339).

The next statement provided shows the changes in the net position for 2017 and 2018.

**Cheshire County, Changes in Net Position**

|                                    | <b>Governmental Activities</b> |               |
|------------------------------------|--------------------------------|---------------|
|                                    | <b>2018</b>                    | <b>2017</b>   |
| Revenues:                          |                                |               |
| Program Revenues                   |                                |               |
| Charges for Services               | \$ 13,535,433                  | \$ 13,238,848 |
| Operating Grants and Contributions | 7,420,755                      | 6,604,216     |
| Capital Grants and Contributions   | <u>117,212</u>                 | <u>0</u>      |

CHESHIRE COUNTY, NEW HAMPSHIRE  
MANAGEMENT'S DISCUSSION & ANALYSIS

|                                     |                     |                       |
|-------------------------------------|---------------------|-----------------------|
| Total Program Revenues              | <u>21,073,400</u>   | <u>19,843,064</u>     |
|                                     |                     |                       |
| General Revenues                    |                     |                       |
| Property Taxes                      | 28,119,999          | 24,281,016            |
| Interest and Investment             | 684,414             | 103,456               |
| Other                               | <u>315,463</u>      | <u>289,803</u>        |
| Total General Revenue               | <u>29,119,876</u>   | <u>24,674,275</u>     |
| Total Revenues                      | <u>50,193,276</u>   | <u>44,517,339</u>     |
|                                     |                     |                       |
| Expenses:                           |                     |                       |
| General Government                  | 5,886,426           | 5,672,417             |
| Public Safety                       | 9,743,670           | 10,302,042            |
| Human Services                      | 10,713,730          | 10,492,761            |
| Conservation                        | 58,284              | 69,379                |
| Economic Development                | 419,231             | 724,585               |
| Interest and fiscal charges         | 1,747,821           | 989,373               |
| Cheshire County Nursing Home        | <u>17,219,062</u>   | <u>17,982,269</u>     |
| Total Expenses                      | <u>45,788,224</u>   | <u>46,232,826</u>     |
| Increase (Decrease) in Net Position | <u>\$ 4,405,052</u> | <u>\$ (1,715,487)</u> |
| Net position – beginning            | <u>\$ 4,837,502</u> | <u>\$ 8,441,731</u>   |
| Restatement due to GASB #75         |                     | <u>(1,888,742)</u>    |
| Net position – ending               | <u>\$ 9,242,554</u> | <u>\$ 4,837,502</u>   |

***Governmental Activities***

Charges to users of governmental services made up \$13,535,433 or 26.97% 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 2018, this totaled \$7,537,967 or 15.02% 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. In addition the County received an LCHIP grant to offset costs with restoring the Windows in the Old Court House.

Property tax revenues are the County's largest revenue, accounting for \$28,119,999 or 56.02% 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

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

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 2018 County Taxes attributable to the State pass through for these Medicaid State Programs was \$7,542,251 or 26.82% 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.

As a government owned nursing home, the census of Medicaid residents is much higher than private nursing home levels. As of December 31, 2018, approximately 81% of the nursing home census consisted of residents needing Medicaid assistance in order to pay for their care. Based on the 2018 Medicaid cost report for Maplewood, the per diem rate was calculated to be \$399.73, however, the actual paid per diem as of December 31, 2018 was \$173.54 or \$226.19 per day short of 2018 costs. The supplemental payment provided an additional reimbursement averaging \$56.22 with the Proportionate Share Funds providing additional reimbursement of \$82.90 per day. These additional payments still leave the allowable per diem rate short by approximately \$87.07 per day.

As of January 1, 2019, the Medicaid rate for Maplewood Nursing Home County increased by \$3.01 per day to a daily rate of \$176.55.

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, 2018 and December 31, 2017**

|                      | <b>Total Cost of Services</b> |                      | <b>Net Cost of Services</b> |                      |
|----------------------|-------------------------------|----------------------|-----------------------------|----------------------|
|                      | <b>2018</b>                   | <b>2017</b>          | <b>2018</b>                 | <b>2017</b>          |
| General Government   | \$ 5,886,426                  | \$ 5,672,417         | 4,709,222                   | 4,757,368            |
| Public Safety        | 9,743,670                     | 10,302,042           | 6,868,702                   | 8,093,897            |
| Human Services       | 10,713,730                    | 10,492,761           | 8,524,183                   | 7,948,688            |
| Conservation         | 58,284                        | 69,379               | 58,284                      | 69,379               |
| Economic Development | 419,231                       | 724,585              | 0                           | 0                    |
| Nursing Home         | 17,219,062                    | 17,982,269           | 2,806,612                   | 4,531,057            |
| Interest Expense     | <u>1,747,821</u>              | <u>989,373</u>       | <u>1,747,821</u>            | <u>989,373</u>       |
| Total Expenses       | <u>\$ 45,788,224</u>          | <u>\$ 46,232,826</u> | <u>\$ 24,714,824</u>        | <u>\$ 26,389,762</u> |

***Financial Analysis of County Funds***

Cheshire County uses fund accounting to ensure and demonstrate compliance with finance related legal requirements.

CHESHIRE COUNTY, NEW HAMPSHIRE  
MANAGEMENT'S DISCUSSION & ANALYSIS

***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, 2018, the County's governmental funds reported a combined ending fund balance of \$40,685,286, a decrease of \$2,487,196 in comparison with the prior year. The majority of the decrease is due to the payments towards the renovation/expansion of Maplewood Nursing Home bond funds. Approximately 20.33% of this total, \$8,272,030, represents unassigned fund balance, an increase of \$2,163,296 over 2017 or 16.29% of the County's annual budget. As indicated earlier, the County has applied \$1,725,823 of fund balance towards the 2019 budget to reduce taxes to be raised which would adjust this for comparison purposes to \$6,546,207 or 12.89% of the annual budget.

The amount of the County's unassigned fund balance is in line with our objective of retaining a recommended level of between 11% and 15% of the County's annual budget.

A complete description of the above mentioned classifications and a more detailed breakdown may be found on page 33 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 19, 2018, the County Convention adopted the 2018 budget. As adopted, the bottom line was up 9.87%, \$4,536,875 for a total budget of \$50,494,359 with taxes to be raised up by 15.81%, \$3,838,983 over 2017 for total taxes to be raised of \$28,119,999. The major increase for 2018 was the first bond payment for the Maplewood Nursing Home Project in the amount of \$2,849,209.

On August 6, 2018 a budget amendment was brought before the County Delegation amending the budget for the receipt of non-budgeted ProShare funds of \$1,790,383 and to increase Federal Inmate Revenues. This amended the bottom line budget by authorizing to spend \$227,467 on additional capital projects and other operating adjustments, \$100,000 to set aside in Jail Capital Reserves, \$50,000 to set aside for a Handy Man program, \$578,756 to send back to the State of NH for funding of the IDN's – 1115 Waiver (Integrated Delivery Networks), \$494,323 to set aside in fund balance to offset taxes to be raised in 2019 and a reduction to Nursing Home Revenues in the amount of \$586,735.

As a result of the supplemental budget, the total budget increased to \$51,450,582. This amendment did not have an impact on the original amount of taxes to be raised.

At the end of 2018 intergovernmental revenues came in under projections by \$1,043,375. The intergovernmental revenues were grants that were not received in 2018. As a result corresponding expenses in areas such as Human Services and Capital Outlay came under as well.

As for Nursing Home revenues, an original census of 133 was budgeted for 2018 with an average census achieved of 124. The lower census levels were mainly due to staffing levels. As a result the budget was amended in August, 2018 to reduce projected revenues due to the lower census.

CHESHIRE COUNTY, NEW HAMPSHIRE  
MANAGEMENT'S DISCUSSION & ANALYSIS

Although revenues were under, the expenses for the nursing home came in under by \$930,000 of budgeted appropriations. The nursing home administration, with the support of the nursing home departments worked hard with 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, 2018, was \$41,317,320 (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 2018 include the construction that is in progress for Maplewood Nursing Home. As of December 31<sup>st</sup> the CIP that was added totaled \$4,390,047. However as the construction progressed and demolition ensued, there was also a considerable amount of reductions to the Capital Building and Improvements of \$3,089,792. At County Hall a significant capital project took place in which nearly 80 historic windows were restored and replaced. The overall cost of this project was \$234,000 of which was offset partially by an LCHIP Grant with the remaining funds raised through private donations.

Note 5 – Detailed Notes of Capital Assets provides additional information about capital asset activity during 2018.

Long-Term Debt—At December 31, 2018, the County had total general obligation bonded debt and notes payable outstanding of \$46,000,000. Of this amount, \$390,000 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 \$75,000 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 \$15,650,000 and the Geothermal Heating and Cooling System Bond for the County Correctional Facility had an outstanding balance at year-end of \$400,000. In 2017 the County bonded for the Expansion and Renovation of Maplewood Nursing Home. The first debt payment was made in 2018 with an ending balance of \$29,485,000.

The County’s long term bonded debt decreased by debt payments of \$3,585,000 during 2018.

The current outstanding debt for Cheshire County is as follows:

**Cheshire County, Outstanding Debt  
December 31, 2018**

|                              | <b>Governmental<br/>Activities</b> | <b>Years<br/>Remaining</b> |
|------------------------------|------------------------------------|----------------------------|
| Jail Expansion Study         | \$ 75,000                          | 3                          |
| Jaffrey District Court House | 390,000                            | 3                          |
| Jail Construction            | 15,650,000                         | 9                          |
| Jail Geothermal System       | 400,000                            | 6                          |
| Maplewood Nursing Home       | <u>29,485,000</u>                  | 19                         |
| Total Outstanding            | \$ 46,000,000                      |                            |

...

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

**Debt Ratios FY2018**

|   |              |              |
|---|--------------|--------------|
|   | \$46,000,000 | \$45,610,000 |
|   | Overall Debt | Net Debt     |
| Per Capita (77,117 – 2010)                                | \$596.50     | \$591.44     |
| Ratio to Net Assessed Val(\$6,929,297,193)                | 0.66%        | 0.66%        |
| Ratio to Modified Assessed<br>Valuation (\$6,960,205,430) | 0.66%        | 0.66%        |

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.

**Economic Factors**

- The Cheshire County unemployment rate for December 2018 was 2.1%, which compares to the State's rate of 2.4 % (seasonally adjusted), the New England rate of 3.3% and the national rate of 3.7 %.
- Most recent equalized assessed valuations of property used for appropriating Cheshire County's 2018 taxes were \$7,297,078,930. This is an increase over the prior year assessed valuations of 5.89% or \$405,964,922
- There were no outstanding tax payments due from any Cheshire County Town as of December 31, 2018. Below is a list of the 2018 Tax Apportionments to the Towns and the City of Keene.

|              | 2018 Apportionment |
|--------------|--------------------|
| Alstead      | \$ 610,446         |
| Chesterfield | 2,012,216          |
| Dublin       | 933,138            |
| Fitzwilliam  | 1,099,850          |
| Gilsum       | 252,228            |
| Harrisville  | 753,292            |
| Hinsdale     | 1,397,787          |
| Jaffrey      | 1,871,015          |
| Keene        | 7,141,942          |
| Marlborough  | 680,953            |
| Marlow       | 247,608            |
| Nelson       | 464,040            |
| Richmond     | 367,590            |
| Rindge       | 2,391,410          |
| Roxbury      | 102,393            |
| Stoddard     | 1,033,271          |

CHESHIRE COUNTY, NEW HAMPSHIRE  
MANAGEMENT'S DISCUSSION & ANALYSIS

|              |                  |
|--------------|------------------|
| Sullivan     | 198,863          |
| Surry        | 321,047          |
| Swanzey      | 2,304,938        |
| Troy         | 509,476          |
| Walpole      | 1,721,171        |
| Westmoreland | 664,789          |
| Winchester   | <u>1,040,536</u> |
| Total        | \$28,119,999     |

**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, 2018

|   | Governmental<br><u>Activities</u> |
|---|-----------------------------------|
| <b>ASSETS</b>   |                                   |
| Current Assets:   |                                   |
| Cash and cash equivalents                                       | \$ 31,587,377                     |
| Investments   | 12,442,227                        |
| Accounts receivable, net  | 1,176,454                         |
| Due from other governments                                      | 894,767                           |
| Prepaid expenses  | 132,504                           |
| Current portion of direct financing lease receivable            | 148,720                           |
| Total Current Assets  | <u>46,382,049</u>                 |
| Noncurrent Assets:  |                                   |
| Direct financing lease receivable                               | 278,850                           |
| Note receivable   | 750,000                           |
| Capital assets:   |                                   |
| Non-depreciable capital assets                                  | 6,765,614                         |
| Depreciable capital assets, net                                 | <u>34,551,706</u>                 |
| Total Noncurrent Assets   | <u>42,346,170</u>                 |
| Total Assets  | <u>88,728,219</u>                 |
| <b>DEFERRED OUTFLOWS OF RESOURCES</b>                           |                                   |
| Loss on debt refunding  | 806,525                           |
| Deferred outflows of resources related to OPEB liability        | 261,768                           |
| Deferred outflows of resources related to net pension liability | <u>2,743,676</u>                  |
| Total Deferred Outflows of Resources                            | <u>3,811,969</u>                  |
| <b>LIABILITIES</b>  |                                   |
| Current Liabilities:  |                                   |
| Accounts payable  | 1,673,841                         |
| Accrued expenses  | 1,711,451                         |
| Retainage payable   | 266,684                           |
| Due to other governments  | 1,157,817                         |
| Advances from grantors  | 37,444                            |
| Unearned revenue  | 123,841                           |
| Current portion of bonds payable                                | <u>3,560,000</u>                  |
| Total Current Liabilities                                       | <u>8,531,078</u>                  |
| Noncurrent Liabilities:   |                                   |
| Bonds payable   | 47,376,829                        |
| OPEB liability  | 3,047,552                         |
| Net pension liability   | <u>21,382,812</u>                 |
| Total Noncurrent Liabilities                                    | <u>71,807,193</u>                 |
| Total Liabilities   | <u>80,338,271</u>                 |
| <b>DEFERRED INFLOWS OF RESOURCES</b>                            |                                   |
| Unearned direct financing lease revenue                         | 37,570                            |
| Deferred inflows of resources related to OPEB liability         | 268,161                           |
| Deferred inflows of resources related to net pension liability  | <u>2,653,632</u>                  |
| Total Deferred Inflows of Resources                             | <u>2,959,363</u>                  |
| <b>NET POSITION</b>   |                                   |
| Net investment in capital assets                                | 20,763,229                        |
| Restricted  | 331,639                           |
| Unrestricted (deficit)  | <u>(11,852,314)</u>               |
| Total Net Position  | <u>\$ 9,242,554</u>               |

EXHIBIT B  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Statement of Activities**  
For the Year Ended December 31, 2018

| Functions/Programs            | Expenses             | Program Revenues        |  |  | Net (Expense) Revenue<br>and Changes<br>in Net Position |
|-------------------------------|----------------------|-------------------------|--|--|---|
|                               |                      | Charges for<br>Services | Operating<br>Grants and<br>Contributions | Capital<br>Grants and<br>Contributions |   |
|                               |                      |                         |  |  | Governmental<br>Activities                              |
| Governmental Activities:      |                      |                         |  |  |   |
| General government            | \$ 5,886,426         | \$ 717,223              | \$ 342,769                               | \$ 117,212                             | \$ (4,709,222)  |
| Public safety                 | 9,743,670            | 2,518,839               | 356,129                                  |  | (6,868,702)   |
| Human services                | 10,713,730           | 597,875                 | 1,591,672                                |  | (8,524,183)   |
| Conservation                  | 58,284               |                         |  |  | (58,284)  |
| Economic development          | 419,231              |                         | 419,231                                  |  | -   |
| Nursing home                  | 17,219,062           | 9,701,496               | 4,710,954                                |  | (2,806,612)   |
| Interest and fiscal charges   | <u>1,747,821</u>     |                         |  |  | <u>(1,747,821)</u>                                      |
| Total governmental activities | <u>\$ 45,788,224</u> | <u>\$ 13,535,433</u>    | <u>\$ 7,420,755</u>                      | <u>\$ 117,212</u>                      | <u>(24,714,824)</u>                                     |
| General revenues:             |                      |                         |  |  |   |
|                               |                      |                         |  |  | 28,119,999  |
|                               |                      |                         |  |  | 684,414   |
|                               |                      |                         |  |  | 315,463   |
|                               |                      |                         |  |  | <u>29,119,876</u>                                       |
|                               |                      |                         |  |  | 4,405,052   |
|                               |                      |                         |  |  | <u>4,837,502</u>  |
|                               |                      |                         |  |  | <u>\$ 9,242,554</u>                                     |

EXHIBIT C  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Balance Sheet**  
**Governmental Funds**  
December 31, 2018

|   | General<br>Fund      | Maplewood<br>Capital Projects<br>Fund | Nonmajor<br>Governmental<br>Funds | Total<br>Governmental<br>Funds |
|---|----------------------|---------------------------------------|-----------------------------------|--------------------------------|
| ASSETS  |                      |                                       |                                   |                                |
| Cash and cash equivalents   | \$ 10,762,532        | \$ 19,352,434                         | \$ 229,174                        | \$ 30,344,140                  |
| Investments   | 62,270               | 12,215,780                            | 164,177                           | 12,442,227                     |
| Accounts receivable, net  | 1,170,080            |                                       | 5,350                             | 1,175,430                      |
| Due from other governments  | 894,767              |                                       |                                   | 894,767                        |
| Due from other funds  | 14,437               |                                       | 23,198                            | 37,635                         |
| Prepaid expenses  | 132,504              |                                       |                                   | 132,504                        |
| Total Assets  | <u>13,036,590</u>    | <u>31,568,214</u>                     | <u>421,899</u>                    | <u>45,026,703</u>              |
| DEFERRED OUTFLOWS OF RESOURCES                                      |                      |                                       |                                   |                                |
| Total Deferred Outflows of Resources                                | -                    | -                                     | -                                 | -                              |
| Total Assets and Deferred Outflows of Resources                     | <u>\$ 13,036,590</u> | <u>\$ 31,568,214</u>                  | <u>\$ 421,899</u>                 | <u>\$ 45,026,703</u>           |
| LIABILITIES   |                      |                                       |                                   |                                |
| Accounts payable  | \$ 798,118           | \$ 652,108                            |                                   | \$ 1,450,226                   |
| Accrued expenses  | 1,265,979            |                                       |                                   | 1,265,979                      |
| Retainage payable   |                      | 266,684                               |                                   | 266,684                        |
| Due to other governments  | 1,157,817            |                                       |                                   | 1,157,817                      |
| Advances from grantors  |                      |                                       | \$ 37,444                         | 37,444                         |
| Unearned revenue  | 123,841              |                                       |                                   | 123,841                        |
| Due to other funds  | 26,013               |                                       | 13,413                            | 39,426                         |
| Total Liabilities   | <u>3,371,768</u>     | <u>918,792</u>                        | <u>50,857</u>                     | <u>4,341,417</u>               |
| DEFERRED INFLOWS OF RESOURCES                                       |                      |                                       |                                   |                                |
| Total Deferred Inflows of Resources                                 | -                    | -                                     | -                                 | -                              |
| FUND BALANCES   |                      |                                       |                                   |                                |
| Nonspendable  | 132,504              |                                       |                                   | 132,504                        |
| Restricted  | 88,874               | 30,649,422                            | 242,765                           | 30,981,061                     |
| Committed   | 660,757              |                                       |                                   | 660,757                        |
| Assigned  | 510,657              |                                       | 128,277                           | 638,934                        |
| Unassigned  | 8,272,030            |                                       |                                   | 8,272,030                      |
| Total Fund Balances   | <u>9,664,822</u>     | <u>30,649,422</u>                     | <u>371,042</u>                    | <u>40,685,286</u>              |
| Total Liabilities, Deferred Inflows of Resources, and Fund Balances | <u>\$ 13,036,590</u> | <u>\$ 31,568,214</u>                  | <u>\$ 421,899</u>                 | <u>\$ 45,026,703</u>           |

EXHIBIT C-1

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**

**Reconciliation of the Balance Sheet of Governmental Funds  
to the Statement of Net Position**

December 31, 2018

|  |                     |
|--|---------------------|
| Total Fund Balances - Governmental Funds (Exhibit C)   | \$ 40,685,286       |
| 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.  | 41,317,320          |
| 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  | 427,570             |
| 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.   | 806,525             |
| Internal Service Funds are used by the County to charge the costs of health and dental insurance. This amount represents the amount due from the Proprietary Fund at year end. | 1,022,437           |
| 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 related to OPEB liability   | 261,768             |
| Deferred outflows of resources related to net pension liability  | 2,743,676           |
| Deferred inflows of resources related to OPEB liability  | (268,161)           |
| Deferred inflows of resources related to net pension liability   | (2,653,632)         |
| Unearned revenue related to long-term receivable   | (37,570)            |
| 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  | (50,936,829)        |
| Accrued interest on long-term obligations  | (445,472)           |
| OPEB liability   | (3,047,552)         |
| Net pension liability  | <u>(21,382,812)</u> |
| Net Position of Governmental Activities (Exhibit A)  | <u>\$ 9,242,554</u> |

EXHIBIT D  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Statement of Revenues, Expenditures and Changes in Fund Balances**  
**Governmental Funds**  
For the Year Ended December 31, 2018

|   | General<br>Fund     | Maplewood<br>Capital Projects<br>Fund | Nonmajor<br>Governmental<br>Funds | Total<br>Governmental<br>Funds |
|---|---------------------|---------------------------------------|-----------------------------------|--------------------------------|
| <b>Revenues:</b>                          |                     |                                       |                                   |                                |
| Taxes                                     | \$ 28,119,999       |                                       |                                   | \$ 28,119,999                  |
| Intergovernmental                         | 7,091,583           |                                       | \$ 446,384                        | 7,537,967                      |
| Charges for services                      | 13,372,130          |                                       | 73,535                            | 13,445,665                     |
| Interest and investment income            | 132,487             | \$ 531,810                            | 7,520                             | 671,817                        |
| Miscellaneous                             | 461,762             |                                       | 89,768                            | 551,530                        |
| Total Revenues                            | <u>49,177,961</u>   | <u>531,810</u>                        | <u>617,207</u>                    | <u>50,326,978</u>              |
| <b>Expenditures:</b>                      |                     |                                       |                                   |                                |
| <b>Current operations:</b>                |                     |                                       |                                   |                                |
| General government                        | 5,576,768           |                                       | 7,239                             | 5,584,007                      |
| Public safety                             | 8,062,869           |                                       | 27,917                            | 8,090,786                      |
| Human services                            | 10,602,123          |                                       | 12,619                            | 10,614,742                     |
| Conservation                              | 59,338              |                                       |                                   | 59,338                         |
| Economic development                      |                     |                                       | 419,231                           | 419,231                        |
| Nursing home                              | 16,875,662          |                                       |                                   | 16,875,662                     |
| Capital outlay                            | 917,373             | 4,390,047                             |                                   | 5,307,420                      |
| <b>Debt service:</b>                      |                     |                                       |                                   |                                |
| Principal retirement                      | 3,585,000           |                                       |                                   | 3,585,000                      |
| Interest and fiscal charges               | 2,277,988           |                                       |                                   | 2,277,988                      |
| Total Expenditures                        | <u>47,957,121</u>   | <u>4,390,047</u>                      | <u>467,006</u>                    | <u>52,814,174</u>              |
| Excess revenues over (under) expenditures | <u>1,220,840</u>    | <u>(3,858,237)</u>                    | <u>150,201</u>                    | <u>(2,487,196)</u>             |
| <b>Other financing sources (uses):</b>    |                     |                                       |                                   |                                |
| Transfers in                              | 134,305             | 800,000                               |                                   | 934,305                        |
| Transfers out                             | (800,000)           |                                       | (134,305)                         | (934,305)                      |
| Total other financing sources (uses)      | <u>(665,695)</u>    | <u>800,000</u>                        | <u>(134,305)</u>                  | <u>-</u>                       |
| Net change in fund balances               | 555,145             | (3,058,237)                           | 15,896                            | (2,487,196)                    |
| Fund balances at beginning of year        | <u>9,109,677</u>    | <u>33,707,659</u>                     | <u>355,146</u>                    | <u>43,172,482</u>              |
| Fund balances at end of year              | <u>\$ 9,664,822</u> | <u>\$ 30,649,422</u>                  | <u>\$ 371,042</u>                 | <u>\$ 40,685,286</u>           |

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, 2018

|   |                     |
|---|---------------------|
| Net Change in Fund Balances - Governmental Funds (Exhibit D)  | \$ (2,487,196)      |
| 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 capital outlays exceeded depreciation expense in the current period.   | 2,927,070           |
| 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.  | (81,175)            |
| 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   | 729,039             |
| Amortization of loss on debt refunding  | (176,609)           |
| 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.  | 3,585,000           |
| 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.   | 273,601             |
| In the statement of activities, interest is accrued on outstanding bonds payable, whereas in governmental funds, an interest expenditure is reported when due.  | (22,263)            |
| Governmental funds report OPEB and pension contributions as expenditures. However, in the statement of activities, OPEB and pension expense reflects the change in the OPEB liability and 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 OPEB and pension expense differed from OPEB and pension contributions in the current period: |                     |
| Net changes in OPEB   | (357,569)           |
| Net changes in pension  | 145,154             |
| Change in Net Position of Governmental Activities (Exhibit B)   | <u>\$ 4,405,052</u> |

EXHIBIT E  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Statement of Net Position**  
**Proprietary Funds**  
December 31, 2018

|                                       | Internal Service<br>Fund |
|---------------------------------------|--------------------------|
| <b>ASSETS</b>                         |                          |
| Current Assets:                       |                          |
| Cash and cash equivalents             | \$ 1,243,237             |
| Due from other funds                  | <u>2,815</u>             |
| Total Current Assets                  | <u>1,246,052</u>         |
| <b>DEFERRED OUTFLOWS OF RESOURCES</b> |                          |
| Total Deferred Outflows of Resources  | <u>-</u>                 |
| <b>LIABILITIES</b>                    |                          |
| Current Liabilities:                  |                          |
| Accounts payable                      | <u>223,615</u>           |
| Total Current Liabilities             | <u>223,615</u>           |
| <b>DEFERRED INFLOWS OF RESOURCES</b>  |                          |
| Total Deferred Inflows of Resources   | <u>-</u>                 |
| <b>NET POSITION</b>                   |                          |
| Unrestricted                          | <u>1,022,437</u>         |
| Total Net Position                    | <u>\$ 1,022,437</u>      |

**EXHIBIT F**  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Statement of Revenues, Expenses and Changes in Net Position**  
**Proprietary Funds**  
**For the Year Ended December 31, 2018**

|   | Internal Service<br>Fund |
|---|--------------------------|
| Operating revenues:                     |                          |
| Charges for services                    | \$ 5,312,225             |
| Miscellaneous                           | <u>11,465</u>            |
| Total operating revenues                | <u>5,323,690</u>         |
| Operating expenses:                     |                          |
| Administrative                          | <u>5,062,686</u>         |
| Total operating expenses                | <u>5,062,686</u>         |
| Operating income                        | <u>261,004</u>           |
| Non-operating revenues:                 |                          |
| Interest revenue                        | <u>12,597</u>            |
| Net non-operating revenues              | <u>12,597</u>            |
| Change in net position                  | 273,601                  |
| Total net position at beginning of year | <u>748,836</u>           |
| Total net position at end of year       | <u>\$ 1,022,437</u>      |

EXHIBIT G  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Statement of Cash Flows**  
**Proprietary Funds**  
For the Year Ended December 31, 2018

|   | Internal Service<br>Fund |
|---|--------------------------|
| Cash flows from operating activities:   |                          |
| Cash received for services provided   | \$ 5,632,062             |
| Cash paid to suppliers  | <u>(5,376,105)</u>       |
| Net cash provided by operating activities   | <u>255,957</u>           |
| Cash flows from investing activities:   |                          |
| Investment income   | <u>12,597</u>            |
| Net cash provided by investing activities   | <u>12,597</u>            |
| Net increase in cash and cash equivalents   | 268,554                  |
| Cash and cash equivalents at beginning of year                                      | <u>977,498</u>           |
| Cash and cash equivalents at end of year  | <u>\$ 1,246,052</u>      |
| Reconciliation of operating income to net cash<br>provided by operating activities: |                          |
| Operating income  | \$ 261,004               |
| Changes in assets and liabilities:  |                          |
| Accounts payable  | <u>(5,047)</u>           |
| Net cash provided by operating activities   | <u>\$ 255,957</u>        |
| Cash and cash equivalents at end of year consist of the following:                  |                          |
| Cash and cash equivalents   | \$ 1,243,237             |
| Due from other funds  | <u>2,815</u>             |
|   | <u>\$ 1,246,052</u>      |

**EXHIBIT H**  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Statement of Fiduciary Net Position**  
**Fiduciary Funds**  
 December 31, 2018

|                           | <u>Agency<br/>Funds</u> |
|---------------------------|-------------------------|
| <b>ASSETS</b>             |                         |
| Cash and cash equivalents | \$ 1,086,969            |
| Accounts receivable       | 261                     |
| Total Assets              | <u>\$ 1,087,230</u>     |
| <b>LIABILITIES</b>        |                         |
| Accounts payable          | \$ 103,710              |
| Due to others             | 85,080                  |
| Due to other governments  | 897,416                 |
| Due to other funds        | 1,024                   |
| Total Liabilities         | <u>\$ 1,087,230</u>     |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE  
NOTES TO BASIC FINANCIAL STATEMENTS  
For the Year Ended December 31, 2018**

**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)**  
**For the Year Ended December 31, 2018**

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, Registry of Deeds funds, Nursing Home resident funds, and the inmate funds.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

*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 reconciliations 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 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)**  
**For the Year Ended December 31, 2018**

grants, entitlements and donations is 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.

## **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.

State law requires balanced budgets but permits the use of beginning fund balance to reduce the property tax rate. For the year ended December 31, 2018, the County applied \$1,494,323 of its unassigned fund balance to reduce taxes.

### ***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.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

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, 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     | 3-25         |

***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.

***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.

***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. Payout for unused vacation time is limited to a maximum of six weeks. 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.

***Accrued Liabilities and Long-Term Obligations***

All payables, accrued liabilities, and long-term obligations are reported in the government-wide financial statements. In general, governmental fund payables and accrued liabilities that, once incurred, are paid in

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

a timely manner and in full from current resources are reported as obligations of the funds. General obligation bonds and other long-term obligations that will be paid from governmental funds are recognized as a liability in the fund financial statements when due.

***Postemployment Benefits Other Than Pensions (OPEB)***

For purposes of measuring the net OPEB liability, deferred outflows of resources and deferred inflows of resources related to OPEB, and OPEB expense, information about the fiduciary net position of the New Hampshire Retirement System (NHRS) OPEB Plan 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, NHRS recognizes benefit payments when due and payable in accordance with the benefit terms. Investments are reported at fair value, except for non-registered commingled funds valued at net asset value (NAV) as a practical expedient to estimate fair value.

***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 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).

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

Restrictions may be changed or lifted only with the consent of the resource providers or the enabling legislation.

- **Committed Fund Balance:** Amounts that can be used only for the specific purposes determined by a formal action of the County’s highest level of decision making authority (annual meeting of the County Delegation). Commitments may be changed or lifted only by the governing body taking the same formal action that imposed the constraint originally. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
- **Assigned Fund Balance:** Amounts that the County intends to use for a specific purpose. For all governmental funds other than the General Fund, any remaining positive amounts are to be classified as “assigned”. The Board of Commissioners expressly delegates this authority to the County Administrator. Items that would fall under this type of fund balance classification would be encumbrances.
- **Unassigned Fund Balance:** Amounts that are not obligated or specifically designated and are available for any purpose. The residual classification of any General Fund balance is to be reported here. Any deficit fund balance of another fund is also classified as “unassigned”.

Spending Prioritizations

In instances when expenditures are incurred for purposes for which both restricted and unrestricted fund balance is available, restricted fund balance is considered to have been spent first. When expenditures are incurred for purposes for which amounts in any of the unrestricted fund balance classifications can be 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

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

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 revenues represent charges to employees and retirees for services. Operating expenses are necessary costs incurred to provide the service that is the primary activity of the proprietary fund. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

***Estimates***

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results may differ from those estimates.

**NOTE 2—DEPOSITS AND INVESTMENTS**

Deposits and investments as of December 31, 2018 are classified in the accompanying financial statements as follows:

|                                      |                      |
|--------------------------------------|----------------------|
| Statement of Net Position:           |                      |
| Cash and cash equivalents            | \$ 31,587,377        |
| Investments                          | 12,442,227           |
| Statement of Fiduciary Net Position: |                      |
| Cash and cash equivalents            | <u>1,086,969</u>     |
|                                      | <u>\$ 45,116,573</u> |

Deposits and investments at December 31, 2018 consist of the following:

|                                      |                      |
|--------------------------------------|----------------------|
| Cash on hand                         | \$ 3,697             |
| Deposits with financial institutions | 44,886,430           |
| Investments                          | <u>226,446</u>       |
|                                      | <u>\$ 45,116,573</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.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE  
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)  
For the Year Ended December 31, 2018**

The County’s investment policy addresses credit risk by limiting investments to the safest 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).

As of December 31, 2018, the County’s investment in the NHPDIP, a state investment pool, had a fair value balance of \$226,446 and was rated AAA-mf.

***Custodial Credit Risk***

Custodial credit risk for deposits is the risk that in the event of a bank failure, the County’s deposits may not be returned to it. Currently, the County does not have an investment policy for assurance against custodial credit risk; however, the County has an agreement with the bank to collateralize deposits in excess of the FDIC insurance limits.

Of the County’s deposits with financial institutions at year end, \$45,075,194 was collateralized by securities held by the bank in the bank’s name.

***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](http://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<br/>December 31,</u> | <u>Principal</u>  | <u>Interest</u>  | <u>Totals</u>     |
|-------------------------------------|-------------------|------------------|-------------------|
| 2019                                | \$ 130,000        | \$ 18,720        | \$ 148,720        |
| 2020                                | 130,000           | 12,545           | 142,545           |
| 2021                                | 130,000           | 6,305            | 136,305           |
|                                     | <u>\$ 390,000</u> | <u>\$ 37,570</u> | <u>\$ 427,570</u> |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

**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, 2018, the balance of \$750,000 is deemed collectible in full by management.

During 2015, the County was awarded a Community Development Block Grant, the purpose of which was to sub-grant the funds to a subrecipient for the acquisition and construction costs associated with an affordable senior housing development. As part of the grant agreement, the County shall subgrant the funds in exchange for a note receivable in the amount of \$472,500. The terms of the note dated January 2016 include a principal balance of \$472,500 with 0% annual interest to be repaid in a balloon payment at the end of forty years. Additionally, the note is secured by a mortgage lien on the borrower's property and certain covenants that require 100% of the households residing in the property to be low and moderate-income households. As of December 31, 2018, 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<br><u>1/1/2018</u> | <u>Additions</u>    | <u>Reductions</u>  | Balance<br><u>12/31/2018</u> |
|---|----------------------------|---------------------|--------------------|------------------------------|
| Capital assets not depreciated:               |                            |                     |                    |                              |
| Land  | \$ 1,057,410               |                     |                    | \$ 1,057,410                 |
| Construction in process                       | 1,318,157                  | \$ 4,390,047        |                    | 5,708,204                    |
| Total capital assets not being depreciated    | <u>2,375,567</u>           | <u>4,390,047</u>    | <u>\$ -</u>        | <u>6,765,614</u>             |
| Other capital assets:                         |                            |                     |                    |                              |
| Land improvements                             | 806,296                    |                     |                    | 806,296                      |
| Buildings and improvements                    | 58,107,054                 | 317,472             | (3,089,792)        | 55,334,734                   |
| Water system                                  | 1,556,734                  | 114                 | (11,181)           | 1,545,667                    |
| Wastewater system                             | 942,311                    | 7,892               | (41,827)           | 908,376                      |
| Vehicles and equipment                        | 6,311,253                  | 244,812             | (421,325)          | 6,134,740                    |
| Total other capital assets at historical cost | <u>67,723,648</u>          | <u>570,290</u>      | <u>(3,564,125)</u> | <u>64,729,813</u>            |
| Less accumulated depreciation for:            |                            |                     |                    |                              |
| Land improvements                             | (565,354)                  | (20,969)            |                    | (586,323)                    |
| Buildings and improvements                    | (25,420,087)               | (1,634,900)         | 3,039,566          | (24,015,421)                 |
| Water system                                  | (1,168,225)                | (35,097)            | 10,940             | (1,192,382)                  |
| Wastewater system                             | (557,015)                  | (35,694)            | 30,710             | (561,999)                    |
| Vehicles and equipment                        | (3,917,109)                | (306,607)           | 401,734            | (3,821,982)                  |
| Total accumulated depreciation                | <u>(31,627,790)</u>        | <u>(2,033,267)</u>  | <u>3,482,950</u>   | <u>(30,178,107)</u>          |
| Total other capital assets, net               | <u>36,095,858</u>          | <u>(1,462,977)</u>  | <u>(81,175)</u>    | <u>34,551,706</u>            |
| Total capital assets, net                     | <u>\$ 38,471,425</u>       | <u>\$ 2,927,070</u> | <u>\$ (81,175)</u> | <u>\$ 41,317,320</u>         |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

Depreciation expense was charged to governmental functions as follows:

|                    |                     |
|--------------------|---------------------|
| General government | \$ 45,552           |
| Public safety      | 1,510,081           |
| Human services     | 108,615             |
| Nursing home       | 369,019             |
| Total              | <u>\$ 2,033,267</u> |

**NOTE 6—INTERFUND BALANCES AND TRANSFERS**

The County has combined the cash resources of its governmental, proprietary, and fiduciary funds. 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, 2018 are as follows:

|                             | Due from         |                       |                 | Totals           |
|-----------------------------|------------------|-----------------------|-----------------|------------------|
|                             | General          | Nonmajor              | Agency          |                  |
|                             | Fund             | Governmental<br>Funds | Funds           |                  |
| Due to<br>General Fund      |                  | \$ 13,413             | \$ 1,024        | \$ 14,437        |
| Nonmajor Governmental Funds | \$ 23,198        |                       |                 | 23,198           |
| Internal Service Fund       | 2,815            |                       |                 | 2,815            |
|                             | <u>\$ 26,013</u> | <u>\$ 13,413</u>      | <u>\$ 1,024</u> | <u>\$ 40,450</u> |

During the year, several interfund transactions occurred between funds. The various transfers were made in accordance with budgetary authorizations. Transfers during the year ended December 31, 2018 are as follows:

|                                 | Transfer from     |                       |                   |
|---------------------------------|-------------------|-----------------------|-------------------|
|                                 | General           | Nonmajor              | Totals            |
|                                 | Fund              | Governmental<br>Funds |                   |
| Transfer to<br>General Fund     |                   | \$ 134,305            | \$ 134,305        |
| Maplewood Capital Projects Fund | \$ 800,000        |                       | 800,000           |
|                                 | <u>\$ 800,000</u> | <u>\$ 134,305</u>     | <u>\$ 934,305</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, 2018 are as follows:

|                             |                     |
|-----------------------------|---------------------|
| Balance - January 1, 2018   | \$ -                |
| Additions                   | 17,000,000          |
| Reductions                  | <u>(17,000,000)</u> |
| Balance - December 31, 2018 | <u>\$ -</u>         |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

**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, 2018 are as follows:

|                           | Balance<br><u>1/1/2018</u> | <u>Additions</u> | <u>Reductions</u>     | Balance<br><u>12/31/2018</u> | Due Within<br><u>One Year</u> |
|---------------------------|----------------------------|------------------|-----------------------|------------------------------|-------------------------------|
| Bonds payable             | \$ 49,585,000              |                  | \$ (3,585,000)        | \$ 46,000,000                | \$ 3,560,000                  |
| Unamortized bond premiums | 5,665,868                  |                  | (729,039)             | 4,936,829                    |                               |
| Total bonds payable       | <u>\$ 55,250,868</u>       | <u>\$ -</u>      | <u>\$ (4,314,039)</u> | <u>\$ 50,936,829</u>         | <u>\$ 3,560,000</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, 2018 are comprised of the following individual issues:

|                           | Original<br>Issue<br><u>Amount</u> | Interest<br><u>Rate</u> | Final<br>Maturity<br><u>Date</u>      | Balance at<br><u>12/31/2018</u> |
|---------------------------|------------------------------------|-------------------------|---------------------------------------|---------------------------------|
| 2017 Series bond issue    | \$ 31,040,000                      | 3.0-5.0%                | October 2037                          | \$ 29,485,000                   |
| 2015 Refunding bond issue | 17,425,000                         | 3.0-5.0%                | October 2027                          | 15,650,000                      |
| 2001 Series bond issue    | 2,600,000                          | 3.875-4.85%             | October 2021                          | 400,000                         |
| 2009 Series bond issue    | 1,300,000                          | 2.0-4.0%                | August 2024                           | 390,000                         |
| 2001 Series bond issue    | 500,000                            | 3.875-4.85%             | October 2021                          | <u>75,000</u>                   |
|                           | <u>\$ 52,865,000</u>               |                         |                                       | 46,000,000                      |
|                           |                                    |                         | <i>Add: Unamortized bond premiums</i> | <u>4,936,829</u>                |
|                           |                                    |                         |                                       | <u>\$ 50,936,829</u>            |

Debt service requirements to retire general obligation bonds for governmental activities at December 31, 2018 are as follows:

| <u>Year Ending<br/>December 31,</u>   | <u>Principal</u>     | <u>Interest</u>      | <u>Totals</u>        |
|---------------------------------------|----------------------|----------------------|----------------------|
| 2019                                  | \$ 3,560,000         | \$ 1,972,395         | \$ 5,532,395         |
| 2020                                  | 3,530,000            | 1,831,283            | 5,361,283            |
| 2021                                  | 3,490,000            | 1,656,342            | 5,146,342            |
| 2022                                  | 3,340,000            | 1,482,700            | 4,822,700            |
| 2023                                  | 3,350,000            | 1,316,200            | 4,666,200            |
| 2024-2028                             | 14,780,000           | 4,245,050            | 19,025,050           |
| 2029-2033                             | 7,750,000            | 1,720,500            | 9,470,500            |
| 2034-2037                             | 6,200,000            | 465,000              | 6,665,000            |
|                                       | <u>46,000,000</u>    | <u>14,689,470</u>    | <u>60,689,470</u>    |
| <i>Add: Unamortized bond premiums</i> | <u>4,936,829</u>     | <u>-</u>             | <u>4,936,829</u>     |
|                                       | <u>\$ 50,936,829</u> | <u>\$ 14,689,470</u> | <u>\$ 65,626,299</u> |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

**NOTE 9—OTHER POST-EMPLOYMENT BENEFITS**

***Total OPEB Liabilities, Deferred Outflows of Resources, Deferred Inflows of Resources and OPEB Expense***

|                                     | <u>Deferred<br/>Outflows</u> | <u>OPEB<br/>Liability</u> | <u>Deferred<br/>Inflows</u> | <u>OPEB<br/>Expense</u> |
|-------------------------------------|------------------------------|---------------------------|-----------------------------|-------------------------|
| Cost-Sharing Multiple Employer Plan | \$ 143,998                   | \$ 1,386,093              | \$ 4,404                    | \$ 353,363              |
| Single Employer Plan                | 117,770                      | 1,661,459                 | 263,757                     | 160,375                 |
| Total                               | <u>\$ 261,768</u>            | <u>\$ 3,047,552</u>       | <u>\$ 268,161</u>           | <u>\$ 513,738</u>       |

The net amount of deferred outflows of resources and deferred inflows of resources related to OPEB is reflected as a decrease to unrestricted net position in the amount of \$6,393.

**COST-SHARING MULTIPLE EMPLOYER PLAN**

***Plan Description***

The New Hampshire Retirement System (NHRS) administers a cost-sharing multiple-employer other postemployment benefit plan (OPEB Plan). The OPEB Plan provides a medical insurance subsidy to qualified retired members.

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 at 54 Regional Drive, Concord, New Hampshire 03301 or from their website at [www.nhrs.org](http://www.nhrs.org).

The OPEB Plan is divided into four membership types. Political subdivision employees, teachers and State employees belong to Group I. Police officers and firefighters belong to Group II. The OPEB plan is closed to new entrants.

***Benefits Provided***

Benefit amounts and eligibility requirements for the OPEB Plan are set by state law (RSA 100-A:52, RSA 100-A:52-a and RSA 100-A:52-b), and members are designated in statute by type. The medical insurance subsidy is a payment made by NHRS to the former employer or its insurance administrator toward the cost of health insurance for a qualified retiree, his/her qualified spouse, and his/her certified dependent children with a disability who are living in the household and being cared for by the retiree. If the health insurance premium amount is less than the medical subsidy amount, then only the health insurance premium amount will be paid. If the health insurance premium amount exceeds the medical subsidy amount, then the retiree or other qualified person is responsible for paying any portion that the employer does not pay.

Group I benefits are based on creditable service, age and retirement date. Group II benefits are based on hire date, age and creditable service. Medical subsidy rates established by RSA 100-A:52 II are dependent upon whether retirees are eligible for Medicare. Retirees not eligible for Medicare may receive a maximum medical subsidy of \$375.56 for a single person plan and \$751.12 for a two-person plan.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
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Retirees eligible for Medicare may receive a maximum medical subsidy of \$236.84 for a single person plan and \$473.68 for a two-person plan.

***Funding Policy***

Per RSA-100:16, contribution rates are established and may be amended by the New Hampshire State legislature and are determined by the NHRS Board of Trustees based on an actuarial valuation. The County's contribution rates for the covered payroll of public safety employees and political subdivision employees were 4.10% and 0.30%, respectively, for the year ended December 31, 2018. Contributions to the OPEB plan for the County were \$130,727 for the year ended December 31, 2018. Employees are not required to contribute to the OPEB plan.

***OPEB Liabilities, OPEB Expense, and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB***

At December 31, 2018, the County reported a liability of \$1,386,093 for its proportionate share of the net OPEB liability. The net OPEB liability was measured as of June 30, 2018, and the total OPEB liability used to calculate the net OPEB liability was determined by a roll forward of the actuarial valuation from June 30, 2017. The County's proportion of the net OPEB 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, 2018, the County's proportion was approximately 0.3027 percent, which was an increase of 0.0737 percentage points from its proportion measured as of June 30, 2017.

For the year ended December 31, 2018, the County recognized OPEB expense of \$353,363. At December 31, 2018, the County reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

|   | Deferred<br>Outflows of<br><u>Resources</u> | Deferred<br>Inflows of<br><u>Resources</u> |
|---|---|--|
| Differences between expected and actual experience  | \$ 8,136                                    |  |
| Net difference between projected and actual earnings on OPEB plan investments                               |   | \$ 4,404                                   |
| Changes in proportion and differences between County contributions and proportionate share of contributions | 71,683                                      |  |
| County contributions subsequent to the measurement date   | <u>64,179</u>                               |  |
| Totals  | <u>\$ 143,998</u>                           | <u>\$ 4,404</u>                            |

The County reported \$64,179 as deferred outflows of resources related to OPEB resulting from County contributions subsequent to the measurement date. This amount will be recognized as a reduction of the net OPEB liability in the measurement period ended June 30, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense for the measurement periods as follows:

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

|                 |                  |
|-----------------|------------------|
| <u>June 30,</u> |                  |
| 2019            | \$ 78,445        |
| 2020            | (1,374)          |
| 2021            | (1,374)          |
| 2022            | <u>(282)</u>     |
|                 | <u>\$ 75,415</u> |

**Actuarial Assumptions**

The total OPEB liability was determined by a roll forward of the actuarial valuation as of June 30, 2017, using the following actuarial assumptions, applied to all periods included in the measurement, unless otherwise specified:

|                           |  |
|---------------------------|--|
| Inflation                 | 2.50 percent   |
| Wage inflation            | 3.25 percent   |
| Salary increases          | 5.60 percent, average, including inflation                             |
| Investment rate of return | 7.25 percent, net of OPEB plan investment expense, including inflation |

Mortality rates were based on the RP-2014 healthy annuitant and employee generational mortality tables for males and females with credibility adjustments, adjusted for fully generational mortality improvements using scale MP-2015, based on the last experience study.

The actuarial assumptions used in the June 30, 2017 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2010 – June 30, 2015.

The long-term expected rate of return on OPEB Plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. Following is a table presenting target allocations and geometric real rates of return for each asset class:

| <u>Asset Class</u>   | <u>Target Allocation</u> | <u>Weighted Average Long-Term<br/>Expected Real Rate of Return</u> |
|----------------------|--------------------------|--|
| Fixed income         | 25%                      | (0.25)-1.80%   |
| Domestic equity      | 30%                      | 4.25-4.50%   |
| International equity | 20%                      | 4.50-6.00%   |
| Real estate          | 10%                      | 3.25%  |
| Private equity       | 5%                       | 6.25%  |
| Private debt         | 5%                       | 4.25%  |
| Opportunistic        | 5%                       | 2.15%  |
| Total                | <u>100%</u>              |  |

The discount rate used to measure the collective total OPEB liability as of June 30, 2018 was 7.25%. The projection of cash flows used to determine the discount rate assumed that employer contributions will be made under the current statute RSA 100-A:16 and that plan member contributions will be made under

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

RSA 100-A:16. Based on those assumptions, the OPEB Plan’s fiduciary net position was projected to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on OPEB Plan investments was applied to all periods of projected benefit payments to determine the collective total OPEB liability.

***Sensitivity of the County’s Proportionate Share of the Net OPEB Liability to Changes in the Discount Rate***

The following presents the County’s proportionate share of the net OPEB liability calculated using the discount rate of 7.25 percent, as well as what the County’s proportionate share of the net OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the single discount rate:

|                    | 1% Decrease<br><u>(6.25%)</u> | Current<br>Discount Rate<br><u>(7.25%)</u> | 1% Increase<br><u>(8.25%)</u> |
|--------------------|-------------------------------|--|-------------------------------|
| Net OPEB Liability | \$ 1,442,652                  | \$ 1,386,093                               | \$ 1,227,663                  |

**SINGLE EMPLOYER PLAN**

***Plan Description***

The County of Cheshire, New Hampshire administers the retiree health care benefits program, a single employer defined benefits plan that is used to provide postemployment benefits other than pensions (OPEB) for all permanent full-time employees. No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75.

***Benefits Provided***

The County provides medical benefits to its eligible retirees and their covered spouses. The benefits are provided through the County’s self-funded insurance plan that is administered by Harvard Pilgrim. Employees other than police hired prior to July 1, 2011 are eligible to retire at age 60 regardless of years of creditable service, age 50 with at least 10 years of creditable service, or at any age if they have at least 20 years of creditable service and the sum of their age and years of service is at least 70. Employees other than police hired on or after July 1, 2011 are eligible to retire at age 65 regardless of years of creditable service, or age 60 with at least 30 years of creditable service. Police officers hired prior to July 1, 2011 are eligible to retire at age 45 with at least 20 years of Group II creditable service, or at age 60 regardless of their years of creditable service. Police officers hired on or after July 1, 2011 are eligible to retire at age 52.5 with 25 years of Group II creditable service or at age 60 regardless of years of creditable service. Retirees and their covered spouses are required to pay 100% of the cost of the premium. The valuation does not account for the cost of benefits to retirees or their spouses after age 65. Surviving spouses continue to receive coverage after the death of the eligible retired employee but are required to pay 100% of the premium.

***Employees Covered By Benefit Terms***

At January 1, 2018, the census collection date, the following employees were covered by the benefit terms:

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

|  |            |
|--|------------|
| Inactive employees or beneficiaries currently receiving benefit payments | 2          |
| Inactive employees entitled to but not yet receiving benefit payments    | -          |
| Active employees   | <u>262</u> |
|  | <u>264</u> |

***Total OPEB Liability***

The County's total OPEB liability of \$1,661,459 was measured as of December 31, 2018, and was determined by an actuarial valuation as of January 1, 2018.

***Actuarial Assumptions and Other Inputs for OPEB***

The total OPEB liability in the January 1, 2018 valuation was determined using the following actuarial assumptions and other inputs, applied to all periods included in the measurement, unless otherwise specified:

|                             |  |
|-----------------------------|--|
| Inflation                   | 2.21 percent   |
| Salary increases            | 2.00 percent   |
| Discount rate               | 3.44 percent   |
| Healthcare cost trend rates | 2.21% for 2018, 9.00% for 2019 and then decreasing 0.50% per year to an ultimate rate of 5.00% for 2028 and later years. |

The discount rate was based on the index provided by the *Bond Buyer 20-Bond General Obligation Index* based on the 20 year AA municipal bond rate as of January 1, 2018.

Mortality rates were based on the SOA RP-2014 Total Dataset Mortality with Scale MP-2017 (Base Year 2006).

***Changes in the Total OPEB Liability***

|  |                         |
|--|-------------------------|
|  | <b>Total OPEB</b>       |
|  | <b><u>Liability</u></b> |
| Balance at January 1, 2018             | \$ 1,620,505            |
| Changes for the year:                  |                         |
| Service Cost                           | 127,528                 |
| Interest                               | 55,307                  |
| Changes in assumptions or other inputs | (116,393)               |
| Benefit payments                       | <u>(25,488)</u>         |
| Net changes                            | <u>40,954</u>           |
| Balance at December 31, 2018           | <u>\$ 1,661,459</u>     |

For the January 1, 2018 actuarial valuation, the discount rate was reduced from 4.00% to 3.44%. The actuarial cost method was updated from the Projected Unit Credit to the Entry Age Normal Level as a percentage of salary. An initial annual healthcare cost trend of 2.52% increased to 9.0% and then reduced by 0.5% decrements to an ultimate 5.0% was used in the January 1, 2016 actuarial valuation. The healthcare cost trend was changed in the January 1, 2018 actuarial valuation to an initial rate of 2.21%

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**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
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increased to 9.50% and then reduced by 0.5% decrements to an ultimate rate of 5.0%. In addition, the mortality assumptions changed from using a RP-2000 Combined Healthy Participant Table Projected 10 Years using Projection Scale AA to using the SOA RP-2014 Total Dataset Mortality with Scale MP-2017 (Base Year 2006).

***Sensitivity of the Total OPEB Liability to Changes in the Discount Rate***

The following presents the total OPEB liability of the County, as well as what the County's total OPEB liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the current discount rate:

|                      | 1% Decrease<br><u>(3.10%)</u> | Current<br>Discount Rate<br><u>(4.10%)</u> | 1% Increase<br><u>(5.10%)</u> |
|----------------------|-------------------------------|--|-------------------------------|
| Total OPEB Liability | \$ 1,838,449                  | \$ 1,661,459                               | \$ 1,506,477                  |

***Sensitivity of the Total OPEB Liability to Changes in the Healthcare Cost Trend Rate***

The following presents the total OPEB liability of the County, as well as what the County's total OPEB liability would be if it were calculated using healthcare cost trend rates that are 1-percentage-point lower (1.21 percent increasing to 4.00 percent) or 1-percentage-point higher (3.21 percent increasing to 6.00 percent) than the current healthcare cost trend rate:

|                      | 1% Decrease<br>(1.21%<br>increasing<br>to 4.00%) | Healthcare<br>Cost Trend<br>Rates<br>(2.21%<br>increasing<br>to 5.00%) | 1% Increase<br>(3.21%<br>increasing<br>to 6.00%) |
|----------------------|--|--|--|
| Total OPEB Liability | \$ 1,921,630                                     | \$ 1,661,459   | \$ 1,444,322                                     |

***OPEB Expense and Deferred Outflows of Resources and Deferred Inflows of Resources Related to OPEB***

For the year ended December 31, 2018, the County recognized OPEB expense of \$160,375. At December 31, 2018, the County reported deferred outflows of resources and deferred inflows of resources related to OPEB from the following sources:

|  | Deferred<br>Outflows of<br><u>Resources</u> | Deferred<br>Inflows of<br><u>Resources</u> |
|--|---|--|
| Differences between expected and actual experience | \$ 117,770                                  | \$ 162,883                                 |
| Changes of assumptions                             |   | 100,874                                    |
| Totals   | <u>\$ 117,770</u>                           | <u>\$ 263,757</u>                          |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

Amounts reported as deferred outflows of resources and deferred inflows of resources related to OPEB will be recognized in OPEB expense as follows:

| <u>December 31,</u> |                     |
|---------------------|---------------------|
| 2019                | \$ (22,460)         |
| 2020                | (22,460)            |
| 2021                | (22,460)            |
| 2022                | (22,460)            |
| 2023                | (22,460)            |
| Thereafter          | <u>(33,687)</u>     |
|                     | <u>\$ (145,987)</u> |

**NOTE 10—DEFINED BENEFIT PENSION PLAN**

***Plan Description***

The County contributes to the New Hampshire Retirement System (NHRS), 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](http://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

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
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**For the Year Ended December 31, 2018**

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  $\frac{1}{4}$  of 1%. For Group II members who commenced service prior to July 1, 2011, who have not attained vested status prior to January 1, 2012, benefits are calculated depending on age and years of creditable service as follows:

| Years of Creditable Service as of<br><u>January 1, 2012</u> | Minimum<br><u>Age</u> | Minimum<br><u>Service</u> | Benefit<br><u>Multiplier</u> |
|---|-----------------------|---------------------------|------------------------------|
| At least 3 but less than 10 years                           | 46                    | 21                        | 2.4%                         |
| At least 6 but less than 8 years                            | 47                    | 22                        | 2.3%                         |
| At least 4 but less than 6 years                            | 48                    | 23                        | 2.2%                         |
| Less than 4 years   | 49                    | 24                        | 2.1%                         |

Members of both groups may qualify for vested deferred allowances, disability allowances and death benefit allowances subject to meeting various eligibility requirements. Benefits are based on AFC or earnable compensation and/or service.

***Funding Policy***

Covered police officers are required to contribute 11.55% of their covered salary, whereas general employees are required to contribute 7.0% of their covered salary. The County is required to contribute at an actuarially determined rate. The County's pension contribution rates for the year ended December 31, 2018 were 25.33% and 11.08% of covered payroll to police officers and general employees, respectively. 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 pension contributions to the NHRS for the year ending December 31, 2018 were \$1,886,114.

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

At December 31, 2018, the County reported a liability of \$21,382,812 for its proportionate share of the net pension liability. The net pension liability was measured as of June 30, 2018, 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, 2017. 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, 2018, the County's proportion was approximately 0.4441 percent, which was a decrease of 0.0536 percentage points from its proportion measured as of June 30, 2017.

For the year ended December 31, 2018, the County recognized pension expense of \$1,745,751. At December 31, 2018, the County reported deferred outflows of resources and deferred inflows of resources related to pension from the following sources:

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
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**For the Year Ended December 31, 2018**

|   | Deferred<br>Outflows of<br><u>Resources</u> | Deferred<br>Inflows of<br><u>Resources</u> |
|---|---|--|
| Difference between expected and actual experience   | \$ 170,673                                  | \$ 173,137                                 |
| Changes of assumptions  | 1,479,796                                   |  |
| Net difference between projected and actual earnings on pension plan investments                            |   | 494,817                                    |
| Changes in proportion and differences between County contributions and proportionate share of contributions | 147,315                                     | 1,985,678                                  |
| County contributions subsequent to the measurement date   | <u>945,892</u>                              |  |
| Total   | <u>\$ 2,743,676</u>                         | <u>\$ 2,653,632</u>                        |

The net amount of deferred outflows of resources and deferred inflows of resources related to pension is reflected as an increase to unrestricted net position in the amount of \$90,044. The County reported \$945,892 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, 2019. Other amounts reported as deferred outflows of resources and deferred inflows of resources related to pension will be recognized in pension expense in the measurement periods as follows:

| <u>June 30,</u> |                     |
|-----------------|---------------------|
| 2019            | \$ 440,462          |
| 2020            | 116,107             |
| 2021            | (938,658)           |
| 2022            | <u>(473,759)</u>    |
|                 | <u>\$ (855,848)</u> |

***Actuarial Assumptions***

The total pension liability was determined by a roll forward of the actuarial valuation as of June 30, 2017, using the following actuarial assumptions:

|                           |   |
|---------------------------|---|
| Inflation                 | 2.50 percent  |
| Wage inflation            | 3.25 percent  |
| Salary increases          | 5.60 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 with credibility adjustments, adjusted for fully generational mortality improvements using Scale MP-2015, based on the last experience study.

The actuarial assumptions used in the June 30, 2017 valuation were based on the results of the most recent actuarial experience study, which was for the period July 1, 2010 – June 30, 2015.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

The long-term expected rate of return on pension plan investments was selected from a best estimate range determined using the building block approach. Under this method, an expected future real return range is calculated separately for each asset class. These ranges are combined to produce the long-term expected rate of return by weighting the expected future real rates of return net of investment expenses by the target asset allocation percentage and by adding expected inflation. Following is a table presenting target allocations and geometric real rates of return for each asset class:

| <u>Asset Class</u>   | <u>Target Allocation</u> | <u>Weighted Average Long-Term<br/>Expected Real Rate of Return</u> |
|----------------------|--------------------------|--|
| Fixed income         | 25%                      | (0.25)-1.80%   |
| Domestic equity      | 30%                      | 4.25-4.50%   |
| International equity | 20%                      | 4.50-6.00%   |
| Real estate          | 10%                      | 3.25%  |
| Private equity       | 5%                       | 6.25%  |
| Private debt         | 5%                       | 4.25%  |
| Opportunistic        | 5%                       | 2.15%  |
| 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 contributions are projected based on the expected payroll of current members only. Based on those assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments to current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the collective pension liability.

***Sensitivity of the County's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate***

The following presents the County's proportionate share of the net pension liability calculated using the discount rate of 7.25 percent, as well as what the County's proportionate share of the net pension liability would be if it were calculated using a discount rate that is 1-percentage-point lower or 1-percentage-point higher than the single discount rate:

|   | 1% Decrease<br><u>(6.25%)</u> | Current<br>Discount Rate<br><u>(7.25%)</u> | 1% Increase<br><u>(8.25%)</u> |
|---|-------------------------------|--|-------------------------------|
| County's proportionate share of the net pension liability | \$ 28,450,007                 | \$ 21,382,812                              | \$ 15,460,287                 |

**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.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

Under state statutes, the twenty-three Towns/City that comprise Cheshire County (all independent governmental units) collect County taxes as part of local property tax assessments. As collection agent, the Towns/City are required to pay over to the County its share of property tax assessments. The Towns/City assume financial responsibility for all uncollected property taxes under state statutes.

**NOTE 12—RESTRICTED NET POSITION**

Net position is restricted for specific purposes as follows:

|                           |                   |
|---------------------------|-------------------|
| ARRA Medicaid funds       | \$ 976            |
| Donations                 | 276,335           |
| Deeds surcharge funds     | 53,696            |
| Miscellaneous grant funds | 632               |
|                           | <u>\$ 331,639</u> |

**NOTE 13—COMPONENTS OF FUND BALANCE**

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

| <u>Fund Balances</u>                | <u>General<br/>Fund</u> | <u>Maplewood<br/>Capital Projects<br/>Fund</u> | <u>Nonmajor<br/>Governmental<br/>Funds</u> | <u>Total<br/>Governmental<br/>Funds</u> |
|-------------------------------------|-------------------------|--|--|---|
| <b>Nonspendable:</b>                |                         |  |  |   |
| Prepaid expenses                    | \$ 132,504              |  |  | \$ 132,504                              |
| <b>Restricted for:</b>              |                         |  |  |   |
| Nursing Home reconstruction project |                         | \$ 30,649,422                                  |  | 30,649,422                              |
| ARRA Medicaid funds                 |                         |  | \$ 976                                     | 976                                     |
| Donations                           | 88,874                  |  | 187,461                                    | 276,335                                 |
| Deeds surcharge                     |                         |  | 53,696                                     | 53,696                                  |
| Miscellaneous grant funds           |                         |  | 632  | 632                                     |
| <b>Committed for:</b>               |                         |  |  |   |
| Capital Reserves                    | 660,757                 |  |  | 660,757                                 |
| <b>Assigned for:</b>                |                         |  |  |   |
| Jail canteen                        |                         |  | 127,605                                    | 127,605                                 |
| Sheriff civil processing            |                         |  | 672  | 672                                     |
| Encumbrances                        | 36,750                  |  |  | 36,750                                  |
| Carryforward appropriations         | 473,907                 |  |  | 473,907                                 |
| <b>Unassigned</b>                   | <u>8,272,030</u>        |  |  | <u>8,272,030</u>                        |
|                                     | <u>\$ 9,664,822</u>     | <u>\$ 30,649,422</u>                           | <u>\$ 371,042</u>                          | <u>\$ 40,685,286</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 related to employee and retiree health benefits. 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.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

All funds of the County participate in the program and make payments to the Health and Dental Insurance Fund based on estimates of the amounts needed to pay prior and current year claims. The claims liability reported in the fund at year end is based on the requirements of Governmental Accounting Standards Board Statement No. 10, which requires that a liability for claims be reported if information is available prior to the issuance of the financial statements and the amount of the loss can be reasonably estimated. Changes in the fund's claims liability amount for the past five years are as follows:

| Year Ending<br>December 31, | Beginning<br>of Year<br><u>Liability</u> | Current Year<br>Claims and<br>Changes in<br><u>Estimates</u> | Claims<br><u>Paid</u> | End<br>of Year<br><u>Liability</u> |
|-----------------------------|--|--|-----------------------|------------------------------------|
| 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                            |
| 2018                        | 228,662                                  | 5,062,686  | (5,067,733)           | 223,615                            |

**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, 2018, the County was a member of and 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, 2018.

***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 \$200,000 for each and every covered property, crime and/or liability loss that exceeds \$1,000, up to an aggregate of \$1,200,000. Each property loss is subject to a \$1,000 deductible. All losses over the aggregate are covered by insurance policies.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE  
 NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)  
 For the Year Ended December 31, 2018**

***Worker’s Compensation***

The Trust provides statutory worker’s compensation coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. The Trust is self-sustaining through annual member premiums and provides coverage for the statutorily required workers’ compensation benefits and employer’s liability coverage up to \$2,000,000. The program includes a Loss Fund from which is paid up to \$500,000 for each and every covered claim.

**NOTE 16—COMMITMENTS AND CONTINGENCIES**

***Litigation***

There may be various claims and suits pending against the County, which arise in the normal course of the County’s activities. In the opinion of management, 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—RESTATEMENT OF NET POSITION**

During the year ended December 31, 2018, the County adopted Governmental Accounting Standards Board (GASB) Statement No. 75 – *Accounting and Financial Reporting for Postemployment Benefits Other Than Pensions*. The impact on net position of the Governmental Activities as of January 1, 2018 is as follows:

|  |                     |
|--|---------------------|
| Net position - January 1, 2018 (as previously reported)  | \$ 6,726,244        |
| Amount of restatement due to:                            |                     |
| Deferred outflows of resources related to OPEB liability | 203,298             |
| OPEB liability   | (1,860,311)         |
| Deferred inflows of resources related to OPEB liability  | (231,729)           |
| Net position - January 1, 2018, as restated              | <u>\$ 4,837,502</u> |

**NOTE 18— IMPLEMENTATION OF FUTURE ACCOUNTING STANDARDS**

The Government Accounting Standards Board (GASB) has issued Statement No. 84, *Fiduciary Activities*, which the County is required to implement in the year ending December 31, 2019. Management believes

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)**  
**For the Year Ended December 31, 2018**

that this pronouncement will have a potentially significant impact on the presentation of the County's Fiduciary funds. The County will have to report custodial funds in a Statement of Fiduciary Net Position and in a Statement of Changes in Fiduciary Net Position. The County currently accounts for these agency funds in Exhibit H of the financial statements.

The Government Accounting Standards Board (GASB) has issued Statement No. 87, *Leases*, which the County is required to implement in the year ending December 31, 2020. Management believes that this pronouncement will have a potentially significant impact on the County's government-wide financial statements. The County will be required to recognize certain lease assets and liabilities for leases that previously were classified as operating leases and recognize as inflows of resources or outflows of resources based on the payment provisions of the contract. The County as a lessee is required to recognize a lease liability and an intangible right-to-use lease asset.

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, 2018

|   | Budgeted Amounts    |                     | Actual<br>Amounts   | Variance with<br>Final Budget - |
|---|---------------------|---------------------|---------------------|---------------------------------|
|   | Original            | Final               |                     | Favorable<br>(Unfavorable)      |
| <b>Revenues:</b>                          |                     |                     |                     |                                 |
| Taxes                                     | \$ 28,119,999       | \$ 28,119,999       | \$ 28,119,999       | \$ -                            |
| Intergovernmental                         | 6,344,575           | 8,134,958           | 7,091,583           | (1,043,375)                     |
| Charges for services                      | 13,581,042          | 13,241,205          | 13,372,130          | 130,925                         |
| Interest income                           | 40,000              | 40,000              | 127,670             | 87,670                          |
| Miscellaneous                             | 393,702             | 393,702             | 417,068             | 23,366                          |
| Total Revenues                            | <u>48,479,318</u>   | <u>49,929,864</u>   | <u>49,128,450</u>   | <u>(801,414)</u>                |
| <b>Expenditures:</b>                      |                     |                     |                     |                                 |
| <b>Current:</b>                           |                     |                     |                     |                                 |
| General government                        | 5,798,673           | 5,743,893           | 5,576,368           | 167,525                         |
| Public safety                             | 8,183,828           | 8,181,828           | 8,061,214           | 120,614                         |
| Human services                            | 10,944,386          | 11,523,142          | 10,602,123          | 921,019                         |
| Conservation                              | 59,876              | 59,876              | 59,338              | 538                             |
| Nursing home                              | 17,656,507          | 17,791,799          | 16,861,826          | 929,973                         |
| Capital outlay                            | 2,010,674           | 1,685,722           | 905,723             | 779,999                         |
| <b>Debt Service:</b>                      |                     |                     |                     |                                 |
| Principal retirement                      | 3,585,000           | 3,585,000           | 3,585,000           | -                               |
| Interest and fiscal charges               | 2,223,139           | 2,223,139           | 2,277,988           | (54,849)                        |
| Total Expenditures                        | <u>50,462,083</u>   | <u>50,794,399</u>   | <u>47,929,580</u>   | <u>2,864,819</u>                |
| Excess revenues over (under) expenditures | <u>(1,982,765)</u>  | <u>(864,535)</u>    | <u>1,198,870</u>    | <u>2,063,405</u>                |
| <b>Other financing sources (uses):</b>    |                     |                     |                     |                                 |
| Transfers in                              | 524,066             | 524,066             | 134,305             | (389,761)                       |
| Transfers out                             | (800,000)           | (950,000)           | (950,000)           | -                               |
| Total other financing sources (uses)      | <u>(275,934)</u>    | <u>(425,934)</u>    | <u>(815,695)</u>    | <u>(389,761)</u>                |
| Net change in fund balance                | (2,258,699)         | (1,290,469)         | 383,175             | 1,673,644                       |
| <b>Fund balance at beginning of year</b>  |                     |                     |                     |                                 |
| - Budgetary Basis                         | <u>8,495,266</u>    | <u>8,495,266</u>    | <u>8,495,266</u>    | <u>-</u>                        |
| <b>Fund balance at end of year</b>        |                     |                     |                     |                                 |
| - Budgetary Basis                         | <u>\$ 6,236,567</u> | <u>\$ 7,204,797</u> | <u>\$ 8,878,441</u> | <u>\$ 1,673,644</u>             |

SCHEDULE 2

COUNTY OF CHESHIRE, NEW HAMPSHIRE

Schedule of Changes in the County's Proportionate Share of the Net OPEB Liability

For the Year Ended December 31, 2018

| <u>Measurement<br/>Period Ended</u> | <u>Cost-Sharing Multiple Employer Plan Information Only</u>      |   |   |  |  |
|-------------------------------------|--|---|---|--|--|
|                                     | <u>County's<br/>Proportion of<br/>the Net OPEB<br/>Liability</u> | <u>County's<br/>Proportionate<br/>Share of the<br/>Net OPEB<br/>Liability</u> | <u>County's<br/>Covered<br/>Payroll</u> | <u>County's Proportionate<br/>Share of the Net<br/>OPEB Liability<br/>as a Percentage of<br/>Covered Payroll</u> | <u>Plan Fiduciary<br/>Net Position<br/>as a Percentage<br/>of the Total<br/>OPEB Liability</u> |
| June 30, 2018                       | 0.30274245%  | \$ 1,386,093  | \$ 13,807,662                           | 10.04%   | 7.53%  |
| June 30, 2017                       | 0.22908185%  | \$ 1,047,440  | \$ 13,971,937                           | 7.50%  | 7.91%  |
| June 30, 2016                       | 0.25690930%  | \$ 1,243,711  | \$ 13,076,762                           | 9.51%  | 5.21%  |

SCHEDULE 3

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**

**Schedule of County OPEB Contributions**

For the Year Ended December 31, 2018

| <u>Year Ended</u> | <u>Cost-Sharing Multiple Employer Plan Information Only</u> |   |   |   |   |
|-------------------|---|---|---|---|---|
|                   | <u>Contractually<br/>Required<br/>Contribution</u>          | <u>Contributions in<br/>Relation to the<br/>Contractually<br/>Required<br/>Contribution</u> | <u>Contribution<br/>Deficiency<br/>(Excess)</u> | <u>County's<br/>Covered<br/>Payroll</u> | <u>Contributions<br/>as a Percentage<br/>of Covered<br/>Payroll</u> |
| December 31, 2018 | \$ 130,727  | \$ (130,727)  | \$ -  | \$ 14,021,972                           | 0.93%   |
| December 31, 2017 | \$ 132,899  | \$ (132,899)  | \$ -  | \$ 13,673,027                           | 0.97%   |
| December 31, 2016 | \$ 136,622  | \$ (136,622)  | \$ -  | \$ 13,250,079                           | 1.03%   |

SCHEDULE 4

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**

**Schedule of Changes in the County's Total OPEB Liability and Related Ratios**

For the Year Ended December 31, 2018

| <u>Single Employer Plan Information Only</u>                        |    | <u>2018</u>      |
|---|----|------------------|
| Total OPEB Liability:   |    |                  |
| Service cost  | \$ | 127,528          |
| Interest  |    | 55,307           |
| Changes of assumptions or other inputs                              |    | (116,393)        |
| Benefit payments  |    | <u>(25,488)</u>  |
| Net change in total OPEB liability                                  |    | 40,954           |
| Total OPEB liability - beginning                                    |    | <u>1,620,505</u> |
| Total OPEB liability - ending                                       | \$ | <u>1,661,459</u> |
| Covered employee payroll  | \$ | 11,650,524       |
| Total OPEB liability as a percentage<br>of covered employee payroll |    | 14.26%           |

SCHEDULE 5

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, 2018

| <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, 2018                   | 0.44406881%   | \$ 21,382,812  | \$ 13,807,662                   | 154.86%   | 64.73%  |
| 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%  |

SCHEDULE 6  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Schedule of County Pension Contributions**  
For the Year Ended December 31, 2018

| <u>Year Ended</u> | <u>Contractually<br/>Required<br/>Contribution</u> | <u>Contributions in<br/>Relation to the<br/>Contractually<br/>Required<br/>Contribution</u> | <u>Contribution<br/>Deficiency<br/>(Excess)</u> | <u>County's<br/>Covered<br/>Payroll</u> | <u>Contributions<br/>as a Percentage<br/>of Covered<br/>Payroll</u> |
|-------------------|--|---|---|---|---|
| December 31, 2018 | \$ 1,886,114                                       | \$ (1,886,114)  | \$ -  | \$ 14,021,972                           | 13.45%  |
| December 31, 2017 | \$ 1,822,410                                       | \$ (1,822,410)  | \$ -  | \$ 13,673,027                           | 13.33%  |
| December 31, 2016 | \$ 1,755,339                                       | \$ (1,755,339)  | \$ -  | \$ 13,250,079                           | 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%  |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO REQUIRED SUPPLEMENTARY INFORMATION**  
**For the Year Ended December 31, 2018**

**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<br>and Other<br>Financing<br><u>Sources</u> | Expenditures<br>and Other<br>Financing<br><u>Uses</u> |
|---|--|---|
| Per Exhibit D                           | \$ 49,312,266  | \$ 48,757,121   |
| Encumbrances, December 31, 2018         |  | 36,750  |
| Encumbrances, December 31, 2017         |  | (39,181)  |
| Non-budgetary revenues and expenditures | (49,511)   | (25,110)  |
| Budgetary transfers                     |  | <u>150,000</u>  |
| Per Schedule 1                          | <u>\$ 49,262,755</u>                                 | <u>\$ 48,879,580</u>                                  |

**NOTE 2—BUDGETARY FUND BALANCE**

The components of the budgetary fund balance for the General Fund at December 31, 2018 are as follows:

|                             |                     |
|-----------------------------|---------------------|
| <b>Nonspendable:</b>        |                     |
| Prepaid expenses            | \$ 132,504          |
| <b>Assigned for:</b>        |                     |
| Carryforward appropriations | 473,907             |
| <b>Unassigned</b>           | <u>8,272,030</u>    |
|                             | <u>\$ 8,878,441</u> |

**NOTE 3—SCHEDULE OF CHANGES IN THE COUNTY'S PROPORTIONATE SHARE OF THE NET OPEB LIABILITY AND SCHEDULE OF COUNTY OPEB CONTRIBUTIONS**

In accordance with GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than 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 OPEB liability and schedule of County OPEB contributions. The County implemented the provisions of GASB Statement No. 75 during the year ended December 31, 2018. 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.

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO REQUIRED SUPPLEMENTARY INFORMATION (CONTINUED)**  
**For the Year Ended December 31, 2018**

**NOTE 4—SCHEDULE OF CHANGES IN THE COUNTY’S TOTAL OPEB LIABILITY AND RELATED RATIOS**

In accordance with GASB Statement No. 75, *Accounting and Financial Reporting for Postemployment Benefits Other Than 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 total OPEB liability and related ratios. The County implemented the provisions of GASB Statement No. 75 during the year ended December 31, 2018. 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.

No assets are accumulated in a trust that meets the criteria in paragraph 4 of Statement 75.

***Change in Actuarial Assumptions***

For the January 1, 2018 actuarial valuation, the discount rate was reduced from 4.00% to 3.44%. The actuarial cost method was updated from the Projected Unit Credit to the Entry Age Normal Level as a percentage of salary. An initial annual healthcare cost trend of 2.52% increased to 9.0% and then reduced by 0.5% decrements to an ultimate 5.0% was used in the January 1, 2016 actuarial valuation. The healthcare cost trend was changed in the January 1, 2018 actuarial valuation to an initial rate of 2.21% increased to 9.50% and then reduced by 0.5% decrements to an ultimate rate of 5.0%. In addition, the mortality assumptions changed from using a RP-2000 Combined Healthy Participant Table Projected 10 Years using Projection Scale AA to using the SOA RP-2014 Total Dataset Mortality with Scale MP-2017 (Base Year 2006).

**NOTE 5—SCHEDULE OF CHANGES IN THE COUNTY’S PROPORTIONATE SHARE OF THE NET PENSION LIABILITY AND SCHEDULE OF COUNTY PENSION CONTRIBUTIONS**

In accordance with GASB Statement No. 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 pension contributions. The County implemented the provisions of GASB Statement No. 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 the information becomes available.

***Changes in Actuarial Assumptions***

For the June 30, 2015 actuarial valuation, the New Hampshire Retirement System reduced its assumption for the investment rate of return from 7.75% to 7.25%, decreased the price inflation from 3.0% to 2.5%, decreased the wage inflation from 3.75% to 3.25%, and decreased the salary increases from 5.8% to 5.6%. Additionally, the mortality table was changed from the RP-2000 projected to 2020 with Scale AA to 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, 2018

| Federal Granting Agency/Recipient<br>State Agency/Grant Program/State<br><u>Grant Number</u> | Federal<br>Catalogue<br><u>Number</u> | <u>Expenditures</u> | <u>Expenditures to<br/>Subrecipients</u> |
|--|---------------------------------------|---------------------|--|
| <b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b>   |                                       |                     |  |
| <i>Pass Through Payments from Community Development<br/>Finance Authority</i>                |                                       |                     |  |
| Community Development Block Grants / State's Program and<br>Non-Entitlement Grants in Hawaii | 14.228                                |                     |  |
| #16-403-CDED   |                                       | \$ 13,687           |  |
| #16-403-CDHS   |                                       | 10,335              |  |
| #17-403-CDMC   |                                       | 282,229             | \$ 262,500                               |
| #18-403-CDMC   |                                       | <u>139,029</u>      | <u>120,000</u>                           |
| <b>Total Department of Housing and Urban Development</b>                                     |                                       | <u>445,280</u>      | <u>382,500</u>                           |
| <b>DEPARTMENT OF JUSTICE</b>   |                                       |                     |  |
| <i>Pass Through Payments from the New Hampshire<br/>Department of Justice</i>                |                                       |                     |  |
| Crime Victim Assistance  | 16.575                                |                     |  |
| #2016-VA-GX-0061   |                                       | 25,019              |  |
| #2017-VA-GX-0044   |                                       | <u>24,818</u>       |  |
|  |                                       | 49,837              | <u>-</u>                                 |
| Crime Victim Assistance/Discretionary Grants   | 16.582                                |                     |  |
| #2015-VF-GX-0022   |                                       | <u>1,962</u>        |  |
| Violence Against Women Formula Grants  | 16.588                                |                     |  |
| #2017-WF-AX-0007   |                                       | <u>30,000</u>       |  |
| <i>Received Directly From U.S. Treasury Department</i>                                       |                                       |                     |  |
| Bulletproof Vest Partnership Program   | 16.607                                |                     |  |
| #2016BUBX16083323  |                                       | 188                 |  |
| #2017BUBX17087820  |                                       | 764                 |  |
| #2018BUBX18095019  |                                       | <u>735</u>          |  |
|  |                                       | 1,687               | <u>-</u>                                 |
| Edward Byrne Memorial Justice Assistance Grant Program                                       | 16.738                                |                     |  |
| #2017-DJ-BX-0101   |                                       | 10,302              | 7,242                                    |
| #2018-DJ-BX-0057   |                                       | <u>2,151</u>        |  |
|  |                                       | 12,453              | <u>7,242</u>                             |
| <b>Total Department of Justice</b>   |                                       | <u>95,939</u>       | <u>7,242</u>                             |

SCHEDULE I  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Schedule of Expenditures of Federal Awards (Continued)**  
For the Year Ended December 31, 2018

| Federal Granting Agency/Recipient<br>State Agency/Grant Program/State<br><u>Grant Number</u>                                       | Federal<br>Catalogue<br><u>Number</u> | <u>Expenditures</u> | <u>Expenditures to<br/>Subrecipients</u> |
|--|---------------------------------------|---------------------|--|
| <b>DEPARTMENT OF TRANSPORTATION</b>  |                                       |                     |  |
| <i>Pass Through Payments from the New Hampshire Department of Transportation</i>   |                                       |                     |  |
| Enhanced Mobility of Seniors and Individuals with Disabilities<br>#NH-65-X006  | 20.513                                | 99,599              | 94,857                                   |
| State and Community Highway Safety<br>#315-18A-072   | 20.600                                | 2,776               |  |
| <b>Total Department of Transportation</b>  |                                       | <u>102,375</u>      | <u>94,857</u>                            |
| <b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b>   |                                       |                     |  |
| <i>Pass Through Payments from the Town of New Ipswich, New Hampshire</i>   |                                       |                     |  |
| Medical Reserve Corps Small Grant Program<br>#1MRCSG101005-01  | 93.008                                | 1,104               | 1,003                                    |
| <i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>  |                                       |                     |  |
| Public Health Emergency Preparedness<br>#U90TP000535   | 93.069                                | 29,912              | 28,553                                   |
| Environmental Public Health and Emergency Response<br>#NU1EH001332   | 93.070                                | 17,965              | 11,946                                   |
| Hospital Preparedness Program (HPP) and Public Health Emergency Preparedness (PHEP) Aligned Cooperative Agreements<br>#U90TP000535 | 93.074                                | 29,912              | 28,553                                   |
| <i>Received Directly From U.S. Treasury Department</i>   |                                       |                     |  |
| Comprehensive Community Mental Health Services for Children with Serious Emotional Disturbances (SED)<br>#1H79SM063408             | 93.104                                | 929,211             |  |
| <i>Pass Through Payments from the New Hampshire Department of Health and Human Services</i>  |                                       |                     |  |
| Substance Abuse and Mental Health Services Projects of Regional and National Significance<br>#SP020796                             | 93.243                                | 22,513              | 21,490                                   |
| Preventive Health and Health Services Block Grant<br>#B01OT009037  | 93.758                                | 30,129              | 28,760                                   |

SCHEDULE I  
**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**Schedule of Expenditures of Federal Awards (Continued)**  
For the Year Ended December 31, 2018

| Federal Granting Agency/Recipient<br>State Agency/Grant Program/State<br>Grant Number   | Federal<br>Catalogue<br>Number | <u>Expenditures</u> | <u>Expenditures to<br/>Subrecipients</u> |
|---|--------------------------------|---------------------|--|
| <b>DEPARTMENT OF HEALTH AND HUMAN SERVICES (CONTINUED)</b>  |                                |                     |  |
| <i>Pass Through Payments from the Cheshire Medical Center</i>   |                                |                     |  |
| Rural Health Care Services Outreach, Rural Health Network<br>Development and Small Health Care Provider Quality Improvement<br>Program<br>#D06RH310570102 | 93.912                         | 3,946               | 3,758                                    |
| <i>Pass Through Payments from the New Hampshire Bureau<br/>of Drug and Alcohol Services</i>   |                                |                     |  |
| Block Grants for Prevention and Treatment of Substance Abuse<br>#T1010035   | 93.959                         | 92,374              | 88,175                                   |
| <b>Total Department of Health and Human Services</b>  |                                | <u>1,157,066</u>    | <u>212,238</u>                           |
| <b>DEPARTMENT OF HOMELAND SECURITY</b>  |                                |                     |  |
| <i>Pass Through Payments from the New Hampshire Department<br/>of Safety</i>  |                                |                     |  |
| Homeland Security Grant Program<br>#EMW2015SS00040S01   | 97.067                         | 62,603              | -  |
| <b>Total Department of Homeland Security</b>  |                                | <u>62,603</u>       | <u>-</u>                                 |
| <b>Total Expenditures of Federal Awards</b>   |                                | <u>\$ 1,863,263</u> | <u>\$ 696,837</u>                        |

**COUNTY OF CHESHIRE, NEW HAMPSHIRE**  
**NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS**  
**For the Year Ended December 31, 2018**

**NOTE 1—BASIS OF PRESENTATION**

The accompanying Schedule of Expenditures of Federal Awards (the “Schedule”) includes the federal award activity of the County of Cheshire, New Hampshire (the County) under programs of the federal government for the year ended December 31, 2018. 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—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Expenditures reported on the Schedule are reported on the modified accrual basis of accounting, which is described in Note 1 of the County’s basic financial statements. Such expenditures are recognized following the cost principles contained in the 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                | \$ 1,416,879        |
| Nonmajor Governmental Funds | <u>446,384</u>      |
|                             | <u>\$ 1,863,263</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, 2018, 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 23, 2019.

**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.

*Vachon Clukay & Company PC*

Manchester, New Hampshire  
April 23, 2019

**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, 2018. 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 program.

***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, 2018.

### **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 a 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.

*Yachon Clukay & Company PC*

Manchester, New Hampshire  
April 23, 2019

**County of Cheshire, New Hampshire  
Schedule of Findings and Questioned Costs  
Year Ended December 31, 2018**

**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 \_\_\_\_\_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 \_\_\_\_\_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 federal programs:

| CFDA Number(s) | Name of Federal Program or Cluster  |
|----------------|---|
| 14.228         | Community Development Block Grants / State's Program and Non-Entitlement Grants in Hawaii |

Dollar threshold used to distinguish between Type A and Type B program:   \$ 750,000  

Auditee qualified as low-risk auditee? \_\_\_\_\_X\_\_\_\_\_yes    \_\_\_\_\_no

**Section II—Financial Statement Findings**

There were no findings relating to the financial statements required to be reported by GAGAS.

**Section III—Federal Award Findings and Questioned Costs**

There were no findings and questioned costs required to be reported under 2 CFR 200.516(a).

