

**REPORT
OF THE
COUNTY COMMISSIONERS
COUNTY TREASURER
AND OTHER
OFFICERS OF CHESHIRE COUNTY
NEW HAMPSHIRE
For the year ending December 31, 2014**



Keene Sentinel Print Shop
Keene, NH
Printed in 2015

Dedication

John M. Pratt & Roger Zerba, Commissioners

The County gratefully acknowledges the many years of loyal service, dedication and leadership provided by John “Jack” Pratt and Roger Zerba.

John Pratt served eight (8) years as a county commissioner, ten (10) years as a member of the N.H. House, and also served as a Walpole selectman.

Roger Zerba spent twelve (12) years as a County Commissioner and also spent ten (10) years as a Keene City Counselor and four (4) years as a State Representative in the New Hampshire Legislature.

During Commissioner Pratt and Zebra’s tenures the County built a much-needed new jail facility and started the Maplewood Task Force to determine the future of the County Nursing Home. In addition, the Alternative Sentencing program, Mental Health Court, Second Chance Housing facility, Regional Prosecutor Program, the creation of a full-time grants position, and the County Drug Court program were all started with their assistance and participation.



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CHESHIRE COUNTY OFFICERS

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

**CHESHIRE COUNTY DELEGATION
2011-2012**

<u>District 1</u>	<u>Chesterfield, Hinsdale, Walpole, Westmoreland</u>	
	Lucy M. Weber, 217 Old Keene Road, Walpole, NH 03608	756-4338
	Tara A. Sad, 82 North Road, Walpole, NH 03608	756-4861
	William Butynski, P. O. Box 105, Hinsdale, NH 03451	336-7498
	Paul S. Berch, 956 River Road, Westmoreland, NH 03467	399-4960
<u>District 2</u>	<u>Alstead, Marlow, Surry</u>	
	John E. Mann, 35 Prentice Hill Rd, Alstead, NH 03602	835-9095
<u>District 3</u>	<u>Gilsum, Nelson, Stoddard, Sullivan</u>	
	Daniel A. Eaton, 1 Shedd Hill Road, Stoddard, NH 03464	446-3535
<u>District 4</u>	<u>Keene</u>	
	Kris E. Roberts, 58 Grove Street Keene, NH 03431	352-1105
<u>District 5</u>	<u>Keene</u>	
	Larry R. Phillips, 171 Roxbury Street, Keene, NH 03431	357-4315
<u>District 6</u>	<u>Keene</u>	
	Timothy N. Robertson, 3 James Hill Drive, Keene, NH 03431	352-7006
<u>District 7</u>	<u>Keene</u>	
	Gladys Johnsen, 417 Pako Ave, Keene, NH 03431	358-5164
<u>District 8</u>	<u>Keene</u>	
	Cynthia L. Chase, 110 Arch Street #38, Keene, NH 03431	357-2381
<u>District 9</u>	<u>Dublin, Harrisville, Jaffrey, Roxbury</u>	
	Richard Ames, 12 Blackberry Lane, Jaffrey, NH 03452	532-6781
	Douglas A. Ley, 28 School Street, Jaffrey, NH 03452	532-8556
<u>District 10</u>	<u>Marlborough, Troy</u>	
	Marjorie J. Shepardson, 94 Pleasant St, Marlborough, NH 03455	876-4027
<u>District 11</u>	<u>Fitzwilliam, Rindge</u>	
	John B. Hunt, 165 Sunridge Road, Rindge, NH 03461	899-6000
	Susan Emerson, P. O. Box 646, Rindge, NH 03461	899-6529
<u>District 12</u>	<u>Richmond, Swanzey</u>	
	Jane B. Johnson, 329 Sawyers Crossing, Swanzey, NH 03446	352-4057
	Alfred C. Lerandeau, 19 Swanzey Factory Rd., N. Swanzey, NH 03431	352-7991
<u>District 13</u>	<u>Winchester</u>	
	Henry A. L. Parkhurst, One Parkhurst Place, Winchester, NH 03470	239-8945
<u>District 14</u>	<u>Dublin, Fitzwilliam, Harrisville, Jaffrey, Rindge, Roxbury</u>	
	Harry L. Young, 125 Jaquith Road, Jaffrey, NH 03452	532-9998
<u>District 15</u>	<u>Marlborough, Richmond, Swanzey, Troy, Winchester</u>	
	Bruce L. Tatro, 208 Old Richmond Road, Swanzey, NH 03446	352-3904
<u>District 16</u>	<u>Keene</u>	
	Charles F. Weed, 28 Damon Court, Keene, NH 03431	352-8309

2014 Report of the Board of Commissioners

The year 2014 was one of continued improvement in the operations of County agencies. We are blessed with administrators that are dedicated to the people they serve and who continually seek out better and more efficient ways of performing their work.

The examination of the problems and future of nursing home care provided by Maplewood Nursing Home continued through 2014. In June the Maplewood Task Force, under the leadership of John Hoffman of Sullivan, presented the Commissioners with a report of their examination of Maplewood and their recommendations for future actions. (This report is available online on the County website). The report rejected the option of closing or selling the Nursing home and endorsed the role of the county in providing care to elderly needy county residents. As a result of the physical state of the facility's internal systems and the expense and difficulty of their renovation, the Task Force recommended that the County construct a new "Green House" type facility in Keene to replace the aging Westmoreland facility.

In July, 2014, the Commissioners forwarded the Report of the Maplewood Task Force to the full delegation for study and for recommendations. After the fall elections, the chairman of the delegation appointed a special committee of the delegation to examine the report and to study the issues surrounding the Maplewood facility. That committee undertook its work in January 2015 and is expected to issue a report in mid-year.

One of the major events of the year was the completion of the conversion of the 1858 - 1978 Courthouse facility to County use. This conversion provided much needed space to County departments, particularly the Sheriff and the County Attorney. The conversion was completed entirely with ARRA funds and without the need for use of taxpayer funds. County administration has moved from 33 West Street into the new facility and the West Street facility is now occupied by the Behavioral Health and Alternative Sentencing programs and by the Cooperative Extension Service.

Maplewood continues to serve the people of the county, providing restorative care and long-term care for some of the neediest in the county. During the year the population of the facility stayed within the range of 134 to 142 persons under care at any given point, of whom approximately 80-85 % qualified for Medicaid support. Maplewood continues to be one of only three facilities in the state able to care for persons with significant dementia issue and cares for twenty or more persons suffering from these afflictions at any given time. The maintenance staff has faced numerous problems throughout the year as the aging systems of the building fail and require repair and replacement.

The Cheshire County House of Corrections has continued its outstanding work of not only housing and feeding persons in the criminal justice system, but seeking to address substance abuse and mental health issues that brought them into the system. The facility is a leader in efforts to address mental health and substance abuse and maintains an active relationship with graduate students at Antioch New England for the care and treatment of inmates. During 2014 a total of 1,732 people were booked through the facility and the average daily population of the facility is approximately 155 persons. An agreement with the U.S. Marshalls for Vermont and

New Hampshire allows for the short-term care of Federal pretrial prisoners and witnesses and these agreements provide an annual income approaching \$1 million that offset operating costs. The County also maintains an active grant program to support needed programs for the County and Towns.

A total of 39 grants (\$4,111,029) were active during the year, of which 9 were federal, 24 were pass-through federal funds to the state, 3 were state grants and 3 were private grants. 22 grants allowed administrative fees that totaled \$84,024 in 2014. The year ended with 22 grants active; 17 new grants were added or renewed during 2014 and 17 grants closed.

The Federal government has introduced new universal guidelines for grants and the grants manager has been working to bring the County into compliance with these policies. In the fall the County launched the System of Care grant, established the planning team, and hired a project manager.

In this report we can only brush the top of the many accomplishments of the past year, but they have been notable. In spite of the continuing downshifting of state funding responsibility to the County, and to the towns and City, the County was able to maintain a budget with no increase in taxes to be raised, a tribute to the dedicated men and women employees of the County.

Our employees provide care to the people of this county 24 hours a day, 365 days a year. They are dedicated and deserve our deepest thanks for the services they provide to our most needy citizens.

CHESHIRE COUNTY ATTORNEY
STATE OF NEW HAMPSHIRE

**ASSISTANT
COUNTY ATTORNEYS**

Kathleen G. O'Reilly
David Lauren
John S. Webb
Jean Kilham
Keith Clouatre
John M. Gasaway, Jr.
Vanessa M. Wilson



D. Chris McLaughlin
COUNTY ATTORNEY

**VICTIM/WITNESS
PROGRAM**

Sarah McKenzie Hoskins
Julie J. Short
Angelika R. Wilkerson
Americorps Advocate
12 Court Street
Keene, NH 03431
tel: (603) 352-0056
fax: (603) 355-3012

Office of the Cheshire County Attorney - Annual Report 2014

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

The case load at the Office of the Cheshire County Attorney continues to be heavy. During 2014, approximately 468 felony level case files and more than 166 probation violations were handled by this office. Attorneys formally presented approximately 708 charges to the Grand Jury for indictment consideration, and approximately 228 individuals were indicted. Additionally, attorneys from this office evaluated 85 DCYF reports, issued 37 "one party" authorizations (primarily to the New Hampshire Attorney General's Drug Task Force), and reviewed 148 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 (down from 10 towns the prior year owing to Surry withdrawing from the RPP when its police chief retired), and the City of Keene Prosecutor, who prosecutes cases for the Keene Police Department. The prosecutors in the CCCCCPP are all Assistant Cheshire County Attorneys. The attorneys in the CCCCCPP handle all misdemeanor offenses that arise in the ten (10) participating towns/city, and also handle the initial stages of most felony cases, including bail arguments and probable cause hearings. Additionally, the RPP handles many of the nine (9) towns' serious juvenile matters. During 2014, approximately 798 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 1,798 cases during 2014. The cases handled by the CCCCCPP account for the large majority of all cases coming before the 8th Circuit Court – Keene District Division. The CCCCCPP has increased efficiency, improved officer training, and provided more uniform prosecution policies among participating police departments in Cheshire County. The towns and the City of Keene both benefit from the expertise and resources of the County Attorney's Office. Conversely, the County Attorney's Office benefits from increased communication between its Circuit Court and Superior Court prosecutors, who often encounter the same defendants, victims, and legal issues in the two

different Courts. This leads to efficiency in prosecution through, whenever appropriate, a quick resolution of minor felony cases as misdemeanor pleas and sentences in the Circuit Court, which, in turn, leads to a reduction in the number of felony cases proceeding through the Superior Court process.

In 2013, Attorney Mary Orlep, who began her employment with us in 2012, took over the lead prosecutor position for the RPP. Mary took over the lead prosecutor position when Jean Kilham took over the Keene Police Prosecutor position after I was appointed County Attorney. For most of 2013, Mary was the only prosecutor in the RPP. However, by the fall of 2013, Mary's case load had increased to the point where we needed to hire a part-time prosecutor to help Mary in the RPP. In November 2013, Adam Woods, a recent graduate from UNH School of Law, was hired as a part-time prosecutor for the RPP. Adam left the RPP in January 2014 to take a full-time position with the Belknap County Attorney's Office. In February 2014, the RPP was fortunate to hire Vanessa Wilson to fill its part-time prosecutor position. Vanessa also prosecutes for two (2) towns in Sullivan County, and she has over thirty-one (31) years of experience as an attorney. In late December 2014, Attorney Orlep went out on maternity leave and Attorney Wilson took over the full-time prosecutor position for the RPP on an interim basis.

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

As noted above, Jean Kilham left the RPP in early 2013 to take over the prosecution of cases for the Keene Police Department after I left that position to take over the county attorney position. Jean is very hard working, is respected by law enforcement and the Defense Bar, and her transition into the Keene Police Prosecutor position was seamless.

In addition to the attorneys in the CCCCP, retired Police Officer John Dudek assists as a part-time prosecutor for the RPP, handling mostly arraignments and review hearings in the Circuit Court. Further, in 2013 we welcomed the addition of Administrative Assistant Robin Eldridge to the RPP and she continued in that role through 2014.

In the Superior Court, the County has five experienced Assistant County Attorneys handling felony cases – Kathleen O'Reilly, David Lauren, John Webb, Keith Clouatre, and John Gasaway, Jr. Kathleen O'Reilly is now in her 19th year with the office. Kathleen is extremely hard working and shoulders a heavy case load. David Lauren is an experienced attorney in his 9th year with the office. He previously worked for the Maine Attorney General's Office, and as an Assistant County Attorney in Hillsborough County. David's focus is the area of domestic violence. Assistant County Attorney John Webb is one of our more experienced trial attorneys, having joined the office in 2007. John is formerly of the Merrimack County Attorney's Office, where he was a veteran prosecutor. Prior to that, John served as a Law Clerk to the Superior Court. John's experience and expertise are highly valued. Joining our staff in late 2009 was Attorney Keith Clouatre. Keith is an experienced trial attorney, and previously served as both an Assistant County Attorney and the County Attorney in Coos County. The latest addition to our

staff is Assistant County Attorney John Gasaway, Jr. Attorney Gasaway is also an experienced prosecutor, with specialized experience and expertise in complex financial cases. He previously prosecuted for the Rockingham County Attorney's Office and the New Hampshire Attorney General's Office.

The responsibilities of the Assistant County Attorneys in our office are many. All Assistant County Attorneys are available to assist local law enforcement with major case investigations and one-party authorizations. Additionally, an attorney must be available to consult on fatal accident scenes where potential criminal charges may be brought, as well as to consult on untimely deaths, and related investigations. Furthermore, I, and one of the Assistant County Attorneys, continue to meet monthly with investigators from the Keene Police Department and, upon request, with other law enforcement agencies. I also attend the monthly meetings of the Cheshire County Chiefs of Police Association, the Cheshire County SART (Sexual Assault Resource Team), the Cheshire County OREST (Offender Rehabilitation Support Team), the Cheshire County Domestic Violence Coalition and the Cheshire County Behavioral Health Court Programs. Moreover, I also attend the weekly team meetings of the Cheshire County Drug Court ("CCDC"), and I am responsible for overseeing all the cases that are resolved with a plea and sentence that involves participation in the CCDC. Furthermore, I, and all the Assistant County Attorneys, 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 2014, this office had two victim/witness coordinators, Sarah Hoskins and Julie Short. Sarah Hoskins is a victim/witness coordinator of vast experience, originally starting with this office in 2004 as part of an AmeriCorps program focusing on victims of domestic violence. Julie Short is in her 7th year of working as a victim/witness coordinator for felony level offenses. Prior to her work as a victim/witness coordinator, Julie served as the Office Manager for the Cheshire County Attorney's Office. In addition, in November 2014, Angelika Wilkerson began working for this office as an AmeriCorps victim/witness coordinator working in the 8th Circuit Court – Keene District Division on domestic violence cases.

Lastly, the Cheshire County Attorney's Office administrative staff is responsible for the day to day operations of the office. In 2014, the administrative staff consisted of Office Manager Chloe Bosquet, and Administrative Assistants Laurie Burt, Gayle Buchanan and Robin Eldridge.

Both Chloe and Gayle joined the staff during 2009. Robin joined in 2013 and Laurie has been with the office since 2006. We are very fortunate to have an administrative staff that is 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. Furthermore, the administrative staff has been invaluable in implementing a relatively new computer based case management system (Karpel), which will ultimately do away with the need to store paper files for years and will provide quick access to old files and to data compiled over the years.

The biggest news from 2013 was the launching of the CCDC, and throughout 2014 the program has continued to grow. At the end of 2013, the CCDC had 8 participants and grew to 28 participants by the end of 2014. By all accounts, the CCDC's use of intensive treatment, random urinalysis, close supervision, support, sanctions and incentives has proven effective in reducing relapse and bettering the participants' lives. However, with the program's growth in 2014 came some growing pains, with more participants relapsing and struggling with the program's demands. By the end of 2014, 5 participants had successfully graduated from the CCDC and 4 participants had been terminated from the program. Overall, even for those participants terminated, the CCDC is teaching its participants new skills and tools to cope with their addictions, and it is effectively addressing the challenge of reducing recidivism and relapse in those defendants with a long-term addiction to controlled drugs.

In conclusion, I look forward to the challenges facing the office of the Cheshire County Attorney in 2015. One of those challenges will involve responding to the continued influx of cheap, potent heroin and other opiates to the region. It is anticipated that with that influx we will 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 would like to extend its heartfelt thanks to the Commissioners, the Delegation and County staff for its support (financial and otherwise) in making the renovations to the "old courthouse" and our move into our new office space happen in a timely, well organized manner. Our new office is spacious, well designed and comfortable, and it has provided a big boost to the morale of this office. Moreover, the move has allowed us to incorporate the RPP into our office space, which has proved to be a huge benefit to both the RPP and the Cheshire County Attorney's office.

Respectfully submitted,

D. Chris McLaughlin
Cheshire County Attorney



County of Cheshire

12 Court Street, Keene, NH 03431

www.co.cheshire.nh.us

Registry of Deeds 2014 report

As the County of Cheshire Register of Deeds, I provide this review for the year ending December 2014.

In the spring of 2014 a new recording station was installed which provides a better work space, new wiring and improved work flow. In addition, dedicated electrical circuits were installed to replace a multitude of extension cords. New paint and carpet provided the finishing touches in updating the office.

The Cheshire County Deeds website is used by the public to negotiate to the records search site as well as to access other property related information. Both the County and the NH Deeds websites provide detailed instructions and information which has proven helpful to the general public researching the records.

Changes in the office have been made to take further advantage of our software and reduce escrow type accounts that have to track money as it comes in and is paid out. Late in 2014 the decision was made to eliminate so called 'draw-down' accounts which required staff to keep a running balance for each person who had such an account. Effective February 1, 2015 the use of draw down accounts was discontinued and those users were encouraged to use the on-line printing option available to them.

Some very large title companies prefer to use our alternate service called Tapestry, a web-based product which allows large scale users (and the occasional search from home customer) access and printing options without having to set up an in-house account. A pay-as-you-go system with credit card payment options, Tapestry gives those large national companies greater flexibility to search over multiple states with a single login instead of having individual accounts with each county registry. Our vendor, Fidlar, covers the credit card fees, collections, bad debt, provides 1-800 phone and email support to users as well as manages the billing and collecting of Tapestry access fees from the end users. At the end of each month Fidlar direct deposits the county's share of the Tapestry revenues into our bank account.

Old books continue to be scanned to allow the images to be available in the on-line search and then the books are printed as new smaller volumes taking up less space, allowing us to more than double our available shelving space. We are presently scanning old books for the year 1915.

All staff members have been cross-trained to be able to index, and the old Grantors/Grantees books are being indexed to allow searching by name. The index searchable-by-name records are now available to May 1972. Our records date back to 1771. Inputting this data and making these names searchable is an extremely time consuming and detailed process. When completed we hope to have all county records indexed and searchable by name.

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



County of Cheshire

12 Court Street, Keene, NH 03431

www.co.cheshire.nh.us

In 2014 we recorded 8008 documents, which was over 2000 fewer recorded documents than were filed in 2013. There were 1000 fewer mortgages recorded and 800 fewer discharges. Since the recording fee is \$12 for the first page and \$4 for each subsequent recorded page, fewer recordings mean fewer pages – in the case of mortgages which average 16 - 20 pages there were significantly fewer pages recorded resulting in less revenue to county.

Revenue collected for transfer tax and sent to the State of NH was:

2013: Transfer Tax: \$3,382,080.00 2014: Transfer Tax: \$4,246,523.52

**Transfer tax is levied based on the value of the property sold. In 2014 there were at least two transfers of property with high transfer tax revenue: Monadnock Marketplace sold for over \$31 million and the Kohl's plaza for over \$13 million.

In 2013 the County portion of revenues from the transfer tax 4% commission was \$140,920.
In 2014 the County portion of revenues from the transfer tax 4% commission was \$176,938.

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

2013: L-Chip: \$204,912 2014: L-Chip: \$156,480

** L-Chip is required when filing a Deed, Mortgage, Discharge or Plan. With fewer of each of those documents filed, the L-Chip revenues were reduced. (And as noted above, the recording fees were also reduced.)

Revenue turned over to Cheshire County in 2013 was: \$551,317.00.
Revenue turned over to Cheshire County in 2014 was: \$493,472.05.

Respectfully submitted,

Anna Z. Tilton, Register

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

Cheshire County Sheriff's Office

ELIEZER "Eli" RIVERA
Sheriff

TREVOR S. CROTEAU
Captain

ARLENE W. CROWELL
Director of Communications



12 Court Street
Keene, New Hampshire 03431

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

www.co.cheshire.nh.us/sheriff

2014 ANNUAL REPORT

Two Thousand Fourteen was a year that will be remembered for the many issues law enforcement faced throughout the nation. From the events in Ferguson, MO to the riots right here in Keene, NH. It is my personal commitment that the Sheriff's Office will not allow the events that occur throughout our nation to tarnish our reputation and our dedication to providing the people of Cheshire County the highest quality service. We are committed to the highest level of integrity, professionalism and compassion.

This was a busy year for the Sheriff's Office. We helped finalize the relocation for the new Cheshire County Courthouse and the move of the Sheriff's Office. The new Courthouse has allowed for a safer environment for those attending court. The move of the Sheriff's Office allowed for a healthier and better working environment. Our next biggest goal is to seek funds to move the Communications Center from the basement to the 1st floor, as well.

I am pleased to say that the work towards the improvement of our communications infrastructure is moving along nicely, thanks to the oversight of my Director of Communications Arlene Crowell. The terrain in Cheshire County has been a challenge for us, but we are very optimistic that we will be able to achieve 95% radio coverage 95% of the time in the very near future.

The Sheriff's Office has a staff of approximately 35 people, ranging from Deputy Sheriffs, Police Communication's Specialists, Court Security Officers and Administrative staff. During 2014 the following members maintained their full-time deputation with the Sheriff's Office:

- Deputy Captain Trevor Croteau
- Deputy Lieutenant Michael Gorecki
- Deputy Sergeant Caleb Dodson
- Deputy Sergeant Todd Shanks
- Deputy Corporal Donald Melvin
- Deputy Joshua Paulette
- Deputy Brian Riley
- Deputy Denis Abrams
- Deputy Mark Cotton

As per our statutory obligations under NH RSA 104 we continued to provide a safe and secure environment at the Cheshire County Courthouse. Our Court Security Officers are very

vigilant to the threats our country is facing and are committed to ensuring the safety of those attending the courthouse. Our deputies remain professional, regardless of the challenges law enforcement officers are facing and are committed to treating everyone with the utmost respect and dignity they deserve.

As we do every year, we saw increases and decreases in our services compared to the previous year (2013):

- Investigations conducted by our office decreased by 8% from 100 to 92
- Arrests made by the Sheriff's Office increased by 14.70% from 238 to 273
- Motor vehicles violation stops increased by 13.15% from 1118 to 1265
- Prisoner transports to and from court increased by 5.80% from 2467 to 2610
- The service of civil processes decreased by .03 % from 2988 to 2979
- Service calls handled by the Dispatch Center increased by 11.89%, from 48167 to 53894

We were fortunate to receive the following grants/funds:

- US Department of Justice Ballistic Vest Grant
- NH Highway Safety "Operation Safe Commute" Grant
- Byrne's Justice Assistance Grant shared with Keene Police Department
- Vermont Yankee funding
- NH Department of Homeland Security Maintenance Grant

We continued our services to the Towns of Sullivan and Gilsum at a cost of \$35,000 per town generating approximately \$70,000 in police contracted services revenue. In total, the Sheriff's Office generated over \$360,000.00, excluding grants, in revenue for reimbursements and services it provided throughout the year.

Our goal is to continue to reach out to local organizations throughout the region and develop partnerships that will benefit our community.

Sincerely,

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

Sheriff Eli Rivera

CHESHIRE COUNTY BEHAVIORAL HEALTH COURT PROGRAMS

(Formally Known as Alternative Sentencing and Mental Health Court)

2014 ANNUAL REPORT

From conception to its birth in 2001 few knew the far reaching impact Alternative Sentencing would have on this rural county in southwestern New Hampshire and the individuals it has helped. The program has expanded from one to now three Problem Solving Court Programs. These court and county programs, Alternative Sentencing Program (focusing on those with Substance Use Disorders) began in 2001 and in 2003 the Mental Health Court (for those with primary mental health concerns and those with co-occurring disorders of addiction and mental health) was developed. Together these two programs have served 1,157 individuals over the last 13 years. In 2013 a third program, the Cheshire County Drug Court (currently a separate program while under grant funding, will be discussed in a separate section in the County's annual report) began to assist the Superior Court in providing another level of "treatment alternative" to incarceration.

All three programs are designed to help promote community safety by reducing recidivism and providing the participants with community based treatment and skill building so they are able to have a productive life. It is through therapeutic treatment and case management that these cognitive and behavioral changes take place and the participants have an improved chance at a better life.

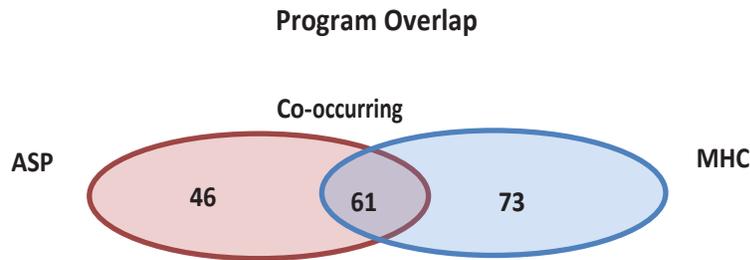
As our society has moved through changes over the last decade-and-a-half our justice system has undergone radical changes as well. No longer are our penial institutions dealing with just those individuals of the criminal mindset. They have become the frontline for housing and treating individuals with behavioral health problems. Across our nation the court judges and superintendents of our correctional facilities are trying to adjust to this reality.

In an effort to reflect that those who are being sentenced have, in many cases, untreated mental health issues as well as substance use problems the first two programs that were created, the Cheshire County Alternative Sentencing Program (ASP) and Mental Health Court (MHC). In 2014 the program changed the name to Cheshire County Behavioral Health Court Programs (CCBHCP). The goals of the original programs remain the same; as these programs continue to be a treatment alternative to incarceration for those who have behavioral health and legal issues. The conscious of the stakeholders was to put emphasize on the cause of the legal problems instead of the consequences of their infractions.

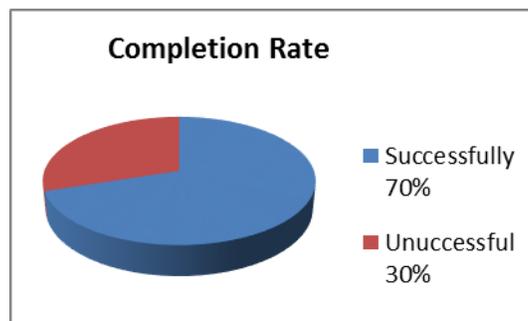
2014 STATISTICAL DATA:

In 2014, CCBHCP worked with a total of 119 individuals. This is a 53% increase from 2013's total of 78 people served. Alternative Sentencing Program, the drug treatment alternative to incarceration, treated 46 individuals (or 39%) whereas Mental Health Court served 73 individuals (or 61%). That is a 20% increase for ASP and 44% increase for MHC from 2013. Looking at the 46 individuals sentenced to ASP, 18 (or 41%) were found to also have other mental health issues. The three most common mental health diagnoses were Major Depressive disorder, Post Traumatic Stress Disorder and Generalized Anxiety Disorder which were not previously treated. Out of the 73 MHC clients, 54 (or 74%) of them had a substance use

disorder. The total of the two groups indicates that 61% of the 119 clients have a co-occurring disorder. This percentage is slightly higher than last year's.

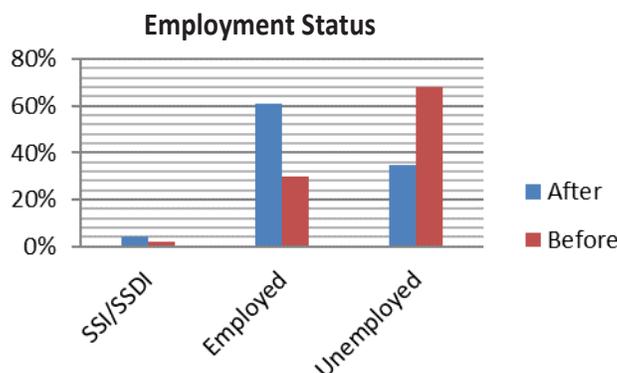


Out of the total population of 119, 36 (or 30%) individuals were carried over into the 2015 budget year. Out of the remaining 83, 70% individuals successfully completed and 30% were unsuccessful due to non-compliant behavior.



In 2014 there were 78 (66%) males and 41 (34%) females that were seen. These 119 individuals utilized 11,738 “client days” (the total number of days that the participants were in the programs) with an average length of stay between the two programs of 99 days per client.

At the time of admission into the programs 2% were on SSI, SSDI or other form of social welfare, 30% were in some type of employment and 68% were unemployed. Upon completing the programs, successful or otherwise, 4% were on SSI/ SSDI, 61% were gainfully employed and 35% were still unemployed.



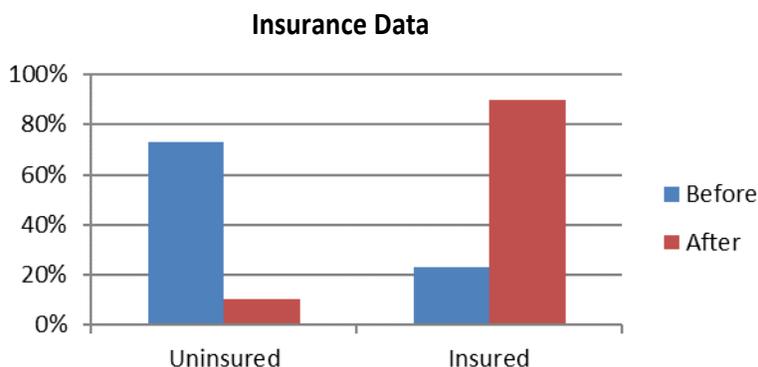
With the passage of the Affordable Care Act (ACA) and the expansion of New Hampshire's Medicare/Medicaid insurance (NHPP), CCBHCP began to aggressively work with clients to sign

up for health insurance coverage. With the cooperative efforts of the Cheshire County House of Corrections, Service Link and Northern New England Planned Parenthood, this was accomplished. Upon entry to the program 77% of clients were uninsured. Upon completion, 90% were insured. However, there is a cautionary note that needs to be included here.

Although the ACA and NHPP are providing health coverage to those that once did not have this financial protection, it is still falling short. First of all, CCBHCP is discovering that there are some clients that do not qualify for NHPP because of their income but still cannot afford the monthly premiums of the insurance choices provided by the ACA.

Secondly, for those individuals that had Medicaid/Medicare prior to NHPP they still do not have the full treatment options for Substance Use Disorders (SUD) that are provided in NHPP. The SUD provisions in NHPP such as outpatient counseling, intensive outpatient treatment (IOP), residential/inpatient treatment (IP), medically assisted treatment (MAT) and transitional living are being phased in and not brought on-line at the same time.

Thirdly, those coming to CCBHCP with SUD from the CCHOC who have been incarcerated for 30 days or longer may not qualify for IP, even if they could benefit from it and/or need that level of care. This is because of changes in the ASAM criteria, that no longer recognizes that forced sobriety/clean time does not mean the person will remain abstinent. And finally, because NHPP is a managed care system, the entity managing the insurance may not approve stays beyond 7 to 10 days.



In 2013, the three most common drugs of choice were:

1. Alcohol
2. Cannabis (marijuana)
3. Opiates/opioids (Heroin and pain medications)

In 2014 we saw a major shift in primary drugs of use. In both ASP and in co-occurring clients the drugs most being abused were:

1. Opiates/opioids
2. Alcohol
3. Cannabis

Most common criminal charges are simple assault and possession of a controlled substance. Out of the simple assault charges, most (65%) are domestic violence assaults (violence against a family member, spouse or significant other).

Mental Health diagnosis for the clientele did not change drastically from 2013. Major Depressive Disorder, Bipolar Disorder and Borderline Personality are the most common and the difference in prevalence is not statistically significant. Post-Traumatic Stress Disorder (PTSD) and Anxiety Disorders are second in the distribution followed by Adjustment Disorder with Mixed features.

We also have started to track those with military service. There were only four individuals that had been in the military. This is less-than one-half of a percent of the population that was seen. During the last 3 years, national statistics have verified our counties findings that those who are mostly likely discharged as non-compliant fall into the following categories:

1. Between the ages of 18-25
2. Primary drug of choice as opiates/opioids
3. Have a mental health disorder of either bipolar or borderline personality disorder or a substance use disorder.
4. Those who are between the ages of 18 – 25 and are addicted to opiates/opioids

INDIVIDUAL PROGRAM BREAK DOWNS

Alternative Sentencing Program:

- Total number of individuals served: 46 (females 9 (20%) and males 37 (80%))
- Number carried over into 2015: 15
- Number of successful completions (minus carry over): 23 (74%)
- Number of non-successful completions (minus carry over): 10 (26%)
- Number of co-occurring mental health disorders: 18 (41%)
- Number of ASP client days: 4,339
- Average length of stay: 131

Mental Health Court:

- Total number of individuals served: 73 (females 32 (44%) and males 41 (56%))
- Number carried over into 2015: 31
- Number of successful completions (minus carry over): 35 (83%)
- Number of non-successful completions (minus carry over): 15 (17%)
- Number of co-occurring substance use disorders: 54 (74%)
- Number of MHC client days: 7,339
- Average length of stay: 176

Total cost per client day: \$18.80

The staff and I thank the county voters and the Delegation for the ongoing support and the agencies and providers whose work is so vital in the overall success of these programs. And special thanks to the justice system and the County Commissioners in continuing to see the importance of this work and giving their support to these programs and those they serve. Without their support and the collaboration from all of you these program would not be as successful in helping this segment of our population live a better life.

And finally, the staff at Cheshire County Behavioral Health Court Programs wishes to say good-bye and much success to the former County Administrator, Jack Womack who after many years

of service to the County has taken a new position with the State. He is one of the founders of these programs and we are grateful for his support of these programs over the years. His leadership will be missed.

Respectfully Submitted,

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



Richard N. Van Wickler, Superintendent

Gemma Lantry, Executive Assistant

www.co.cheshire.nh.us/hoc

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CPT **Kevin Clark**, Director of Classification

Maj **Hank Colby**, Director of Programs

CPT **Scott McLaughlin**, Federal Liaison & Transportation

CPT **David Morey**, Booking Commander

CPT **Tim Knowles**, Director of Training

SHIFT COMMANDERS: CPT ERWIN, LT BARRETT, LT HALL

Barnes Peterson, Mental Health Services

Douglas Iosue, Case Management

Brenda Wright, Medical

Annual Report 2014

Mental Health and Substance Abuse Recovery Services

Mental Health and Substance Abuse Recovery Services at the CCDOC are coordinated by Barnes K. Peterson, LCMHC, CCFC. Barnes serves as our Mental Health Clinician and maintains the primary responsibility for the mental health care of our inmate population. Substance Abuse Recovery Services are coordinated by our new Substance Abuse Counselor, Kate Robertson, MA, LCMHC, MLADC. Barnes and Kate collaborate closely with the correctional staff and the Departments of Medical Services, Case Management, Safety and Security, Classification, and Programs to address the mental health, recovery, health care, rehabilitative, safety, and housing needs of inmates.

Mental Health Services Barnes has provided mental health services at the CCDOC since July 2000. He maintains an individual caseload of approximately 60% of the inmate population. Inmates with severe mental illness, behavioral disorders, and suicide risk are prioritized. In addition to his individual clinical work, Barnes has co-facilitated the Cognitive Self Change (CSC) group since it was initiated in May 2011.

The CSC group helps inmates to carefully investigate and change the core attitudes, beliefs, and principles that motivate criminal behavior. Substance Abuse Recovery Services our department successfully navigated a challenging transition in 2014 after the abrupt resignation of our former Substance Abuse Counselor, Jenny Vanderbilt, in late May.

Fortunately, due to the funding from a NH Department of Justice grant, we continued to have two part-time Substance Abuse Counselors on our staff; Angel Ortiz, MS, LADC, and Stacey Lanza, MA. With this funding, we were also able to hire a third part-time counselor, Marty Huckins, BA, LADC, in June. With the part-time services of Angel, Stacey, and Marty, we were able to maintain all substance abuse recovery services, including the grant funded Intensive Recovery Services Program (IRSP), until Kate was hired in October.

Due to the success of providing substance abuse recovery services with a team of part-time counselors, we decided to maintain this model when we hired Kate to a half-time position, which was also her preference. This full-time, 40-hour position has been effectively shared by our four part-time counselors. We have found this model to be particularly beneficial for our groups program as we offer six recovery groups per week which is extremely difficult for one full-time counselor to manage.

Throughout 2014, we continued to offer weekly Recovery Groups based on the evidence based Seeking Safety curriculum on each housing unit (F-Block, R-Block, D-Block, and K-Block). The Recovery Groups are open to all inmates and participants receive a certificate after attending 8 sessions.

We also continued to offer the 12-week Intensive Recovery Services Programs for motivated male and female inmates in the action stage of change. IRSP participants receive individual substance abuse recovery counseling and attend two IRSP groups each week: the Advanced Recovery Group, which uses the evidence-based Helping Women Recover and Helping Men Recover curriculums, and the Cognitive Self Change group. (Please refer to attached summary of 2014 and 2001-2014 Mental Health and Substance Abuse Statistics for additional information about mental health and substance abuse recovery services.)

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 in 2004. Four doctoral-level trainees provided clinical services for our inmates in 2014, with each trainee providing 3 clinical hours per week at the CCDOC. Our department also continues to provide Mental Health Counseling Internships for Master's-level students.

During the spring semester of 2014, three interns from the Clinical Mental Health Counseling Program at Antioch University, Stacey Lanza, Mikhael Yowe, and Robert Davis, provided 20 weekly hours of individual and group counseling services for our inmates. During the fall semester of 2014, we provided internships for Master's-level students from four graduate schools in New Hampshire: Marty Huckins from Rivier University, Brenda Dorsey from Antioch University, Cheryl Mihaly from Southern NH University, and Adriana Elliot from the University of New Hampshire.

All services provided by Master's-level interns and doctoral-level trainees are offered at no cost to Cheshire County. We intend to continue to utilize trainees and interns each academic year to increase our capacity to meet the mental health and substance abuse treatment needs of our inmates. Each Masters-level intern annually provides the CCDOC with 1000-1200 hours of service, and each doctoral-level trainee provides approximately 90 hours of clinical service. Collaboration with Keene State College For the third consecutive year, the CCDOC provided support for students in Professor Gina Velasco's Gender Studies class as they offered Gender Discussion Groups in F-Block and D-Block during the fall semester. The entire class of 13 students participated this year in the facilitation of four groups: two in F-Block and two in D-Block. Barnes collaborated with Dr. Velasco in organizing these groups, and our Mental Health Interns, Brenda Dorsey and Cheryl Mihaly assisted with the facilitation. Many students again reported this year that this was a life-changing experience.

Community Collaboration and other Professional Activities In 2014, Barnes again served as an Adjunct Faculty member in the Clinical Mental Health Counseling Program in the Department of Applied Psychology at Antioch University New England. He taught the Professional Seminar and his annual Forensic Counseling course at the CCDOC during the spring semester. This course includes the participation of inmates who volunteer to share their stories and to answer questions regarding their involvement in the criminal justice system. Barnes also continues to assist his colleague Dr. Willoughby Britton at Brown University with her National Institute of Health funded research on the clinical application of Mindfulness-Based Cognitive Therapy (MBCT) for depression and anxiety.

In 2015, Barnes will initiate an MBCT Program at the CCDOC based on the model of treatment that he and Dr. Britton have been offering in Providence. Kate serves as an Adjunct Faculty member in the Health Sciences Department at Keene State College where she taught Addiction Counseling and Case Management during the fall semester of 2014. Kate also actively participates in a MLADC Peer Collaboration Group, which includes some of the most experienced Master Licensed Alcohol and Drug Counselors in our community.

2014 Mental Health and Substance Abuse Statistics

Of the 338 inmates who received a mental health assessment:

0 inmates required transfer to the Secure Psychiatric Unit
0 inmates required transfer to New Hampshire Hospital
83% (282) required active mental health services (sessions every 1-2 weeks)
17% (56) required maintenance MH services (sessions on an as needed basis)
77% (260) received psychoactive medication
58% (151 of 260) inmates who received MH assessment and psychoactive medication had received MH treatment from a psychiatrist, PCP, PA, or APRN prior to incarceration
64% (218) met criteria for co-occurring disorders (Axis I diagnosis co-occurring with alcohol and/or drug abuse or dependence)
78% (262) met criteria for alcohol and/or drug abuse or dependence
17% (58) met criteria for alcohol abuse or dependence
69% (234) met criteria for drug abuse or dependence
52% (176) met criteria for Opioid Abuse or Dependence
62% (210) met criteria for a personality disorder (primarily Antisocial and Borderline PD)
3% (9) were assessed to be at high risk to attempt suicide (74 placed on suicide observation)
3% (11) were assessed to be at high risk to be violent
31% (106) were women 10% (33) were federal inmates
14% (49) will reside outside of Cheshire County upon release
46% (155) had been assessed by the MH Clinician during prior incarceration(s) at the CCDOC

Inmates per age group who received a mental health assessment:

17-19 8% (27)
20-29 51% (173)
30-39 26% (86)
40-49 11% (37)
50-59 3% (11)
60+ 1% (4)

2001-2014 Mental Health and Substance Abuse Statistics

Of the 3678 inmates who received a mental health assessment:

- 12 inmates required transfer to the Secure Psychiatric Unit
- 18 inmates required transfer to New Hampshire Hospital
- 72% (2652) required active mental health services (sessions every 1-2 weeks)
- 38% (1364) required maintenance MH services (sessions on an as needed basis)
- 61% (2234) received psychoactive medication
- 69% (1478 of 2156) inmates who received MH assessment and psychoactive medication had received MH treatment from a psychiatrist, PCP, PA, or APRN prior to incarceration
- 51% (1871) met criteria for co-occurring disorders (Axis I diagnosis co-occurring with alcohol and/or drug abuse or dependence)
- 75% (2757) met criteria for alcohol and/or drug abuse or dependence
- 38% (1381) met criteria for alcohol abuse or dependence
- 58% (2123) met criteria for drug abuse or dependence
- *52% (*176 of 338 inmates assessed in 2014) met criteria for Opioid Abuse or Dependence
- 53% (1938) met criteria for a personality disorder (primarily Antisocial and Borderline PD)
- 12% (430) were assessed to be at high risk to attempt suicide
- 12% (447) were assessed to be at high risk to be violent
- 22% (825) were women
- 6% (232) were federal inmates
- 13% (467) will reside outside of Cheshire County upon release

Inmates per age group who received a mental health assessment:

- 17-19 11% (393)
- 20-29 43% (1592)
- 30-39 24% (899)
- 40-49 14% (528)
- 50-59 6% (213)
- 60+ 2% (53)

Case Management Services

2014

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. 2014 was a busy and productive year for Case Management Services and was marked by the following key activities and accomplishments:

- For the 5th consecutive year, hosted and supervised a masters-level intern; this year, for the first time, supervising a student from the University of New Hampshire School of Social Work. The

student, Adriana Elliot, in addition to carrying a mixture of counseling and case management clients, also incorporated Restorative Justice groups and services into her workload.

- The Case Manager has continued to maintain involvement and represent CCDOC on various community groups and committees. In 2014, these included: the Cheshire County Mental Health Court/Alternative Sentencing Program; the Monadnock-Area Homelessness Coalition; the Cheshire County Drug Court Program; the Community Network Team (CNT); the Monadnock Restorative Justice Initiative; and serving as Secretary of the Cheshire County Domestic Violence Coalition.
- The Offender Rehabilitation Support Team (OREST) completed its sixth full year, continuing to meet on a monthly basis. OREST enjoyed participation and representation from the following groups and agencies in 2014:

Cheshire County Department of Corrections
Monadnock Family Services (MFS)
Cheshire County Alternative Sentencing Program/Mental Health Court
Cheshire County Public Defenders
Cheshire County Attorney's Office
Phoenix House Keene/Dublin
Community Improvement Associates
NH Department of Field Services/Probation/Parole
Antioch New England University
Keene State College
DHHS: Division of Children, Youth and Family Services (DCYF)
DHHS: Division of Juvenile Justice
Southwestern Community Services
Cheshire Medical Center/Dartmouth Hitchcock-Clinic Keene
NH State Representative Suzanne Harvey
Monadnock Voices for Prevention
Monadnock Alcohol and Drug Abuse Coalition (MADC)
Monadnock Covenant Church Aftercare Ministries

- The Case Manager has participated actively on the Cheshire County Drug Court team. The Program entered its 2nd year in June 2014 and provided services to 30 clients in Calendar Year 2014. Participation has included screening prospective offenders for clinical appropriateness; in particular with regard to "risk-need" through use of the Ohio Risk Assessment System (ORAS). In addition, the Case Manager has participated in weekly pre-Court treatment team meetings and attended most of the weekly follow up court hearings for Drug Court Program participants.
- Continued active collaboration and referrals to the 2nd Chance for Success Transitional Housing Program. In Calendar Year 2014, the Program admitted 23 new clients, with all but two of the referrals processed through CCDOC Case Management Services as part of the Case Manager's routine release and reentry planning role.
- Assisted in providing a new service for female offenders, in conjunction with Allison Evermann an Attorney who directs the Dorothea Advocacy Project. Ms. Evermann, on a volunteer basis, provided

consultation and case management assistance in areas of civil and family law. During Calendar Year 2014, she made 4 visits to foxtrot assisting approximately 16 women.

- Initiated a collaborative effort, in conjunction with Service Link to enroll uninsured offenders in New Hampshire Medicaid Expansion (NH Health Protection Program) at the point of release, as authorized under revised NH Statute. Beginning in October 2014, representatives from Service Link arranged a twice monthly schedule of on-site meetings with inmates that were within 30 days of release from confinement (to community or to electronic monitoring). In the 3 months this service has been offered, 48 individuals have been enrolled in one of the health insurance plans now offered under NH Medicaid.
- Completed a survey of CCDOC inmates relative to heroin and other opiate use in order to assist the community in gaining a better understanding of the nature and scope of the local heroin epidemic. With the assistance of a Keene State College Intern, collated and summarized the data, sharing it in several forums, including:
 - Through Dan Mitchell's WKBK radio show, broadcast live from the jail in August 2014. This broadcast involved interviews of the Superintendent, the Case Manager, as well as two inmates who spoke candidly during a live radio interview about their history of substance abuse and heroin/opiate addiction.
 - Participated in "Talking Out Loud"- a community presentation and forum sponsored by Monadnock Voice for Prevention. Participated as part of a community panel at Keene High School in September 2014
 - Participated in a similar Community Forum held in Jaffrey at Conant High School, also in September 2014.
- 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 2014 are as follows:

- There were 30 new applicants for the PRP
- There were 2 offenders/participants that were approved and started on PRP in calendar year 2013 that continued on the Program into calendar year 2014.
- 15 (of 30) were determined to not meet criteria and not eligible to apply; the reasons for ineligibility were as follows:
 - Offense(s) included one or more criminal charge with an identifiable victim: (8)

- Offense(s) included one or more charge with an identifiable victim and the presence of a no-contact order: (2)
- Determined by ORB to be too high risk based on knowledge of behaviors occurring during past incarcerations at CCDOC: (4)
- Disciplinary(ies) received during current incarceration: (1)

15 (of 30) were considered initially “eligible” to apply according to CCDOC criteria

- Of the 15 determined to be initially eligible by CCDOC criteria, 7 did not actually start the Partial Release Program; reasons for non-participation, despite being found initially eligible by CCDOC, were as follows:
 - prosecutor objection (3)
 - insufficient time between approval and his/her early release date (4)

Of the 10 that did participate in the PRP: (8 ‘new;’ plus 2 ‘carryovers’ from 2013)

- 5 successfully completed the Program
- Of these 5, none were employed at the time of release from confinement; 4 successfully obtained employment during their time on the PRP

Of these 5, days on PRP ranged from 13 to 178 days; and total the total number of ‘jail days’ on the Partial Release Program, among the 10 participants, was 477 days. This translates to 477 days of community- based rehabilitation and a more graduated approach to release/reentry planning and community reintegration services.

This translates to 477 “Jail Bed Days” saved at an estimated total savings of \$54,378.*

- 3 were terminated from the Program for non-compliance with rules:
 - 1 absconded supervision
 - 1 for consuming alcohol
 - 1 for use of heroin
- 2 remain on the Program with release dates in the next month (both currently ‘successful’ as of this writing)

*This formula for fiscal impact is based upon:

- \$114 per day of incarceration.
- Does not include off-setting costs per day for services or equipment on PRP (electronic monitoring)
- Does not include fiscal benefit to the larger community in regard to individuals gainfully employed, on the tax rolls, etc.

**Case Management Services Statistics:
January 1, 2014-December 31, 2014**

	<u>2014</u>	<u>(2013 Comparison)</u>
<u>Total new cases:</u>	351	320
<u>Gender:</u>		
Male:	247 (70%)	255 (80%)
Female:	104 (30%)	65 (20%)
<u>Sentencing Status:</u>		
Pre-sentenced:	131 (37%)	93 (29%)
Sentenced:	206 (59%)	213 (67%)
Federal:	15 (4%)	14 (4%)
<u>Level of Case Management Service:</u>		
Full Assessment/Release-Reentry Plan:	199 (57%)	207 (65%)
Brief/Focused Intervention:	52 (43%)	113 (35%)

Inmate/Offender Profile

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

	<u>2014</u>	<u>2013 Comparison)</u>
<u>Percent of offenders presenting with:</u>		
Alcohol/Drug	89%	87%
Mental Health	48%	51%
Unemployed: (not on SSI)	70%	71%
Homeless or at risk of:	22%	20%
Disabled (on SSI or SSDI)	10%	14%
Developmental Disability	1%	1%
 <u>Offense correlated with Substance Abuse:</u>		
(of those with a Substance Use Disorder):	90%	87%
 <u>Primary Drug of Choice:</u>		
Heroin	53%	35%
Alcohol	19%	31%
Marijuana	12%	16%
Prescription Opiate	8%	8%
Cocaine	5%	4%
Synthetic	3%	4%
Other pills	1%	2%

	<u>2014</u>	<u>2013</u>
<u>(Comparison)</u>		
<u>Ohio Risk Assessment Level</u>		
Low Risk:	3%	12%

Moderate Risk:	26%	29%
High Risk:	51%	43%
Very High Risk:	21%	17%*
<u>Housing Status at Intake:</u>		
Stay with family member:	49%	52%
Rents an apartment:	13%	13%
Homeless or potentially homeless:	22%	20%
Stay with friend:	15%	6%
Rents a room:	0%	2%
Owens a home:	1%	4%
 <u>Educational Level:</u>		
8 th grade or less:	1%	1%
Some high school:	23%	30%
GED:	26%	28%
High School Diploma:	44%	37%
College diploma:	7%	4%
 <u>Employment Status at Intake:</u>		
Unemployed (willing to work; job search)	45%	49%
Employed (position secure at release)	19%	15%
Possible employment/strong lead	22%	17%
Disabled (on SSDI and/or SSI):	10%	14%
Unemployed (min. willing, capacity to work)	4%	4%
 <u>Health Insurance Status at Intake:</u>		
Uninsured:	63%	71%
Private insurance:	16%	13%
State/Federal (Medicaid and/or Medicare)	21%	16%

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

	<u>2014</u> <u>(Comparison)</u>	<u>2013</u>
<u>Completed Referrals at Release-Reentry:</u>		
Formal Housing (Shelter(s), 2 nd Chance, Mary's Place)	44	42
Informal Housing (family/friend)	25	22
Intermediate Housing (SCS, KHA Programs):	7	18
	<u>2014</u>	<u>2013 Comparison)</u>
 <u>Completed Referrals at Release-Reentry</u> Alcohol/Drug:		

(Residential Level of Care):	63	68
Alcohol/Drug:		
(Outpatient Level of Care):	80	107
Mental Health Services:	38	37
Medical/Primary Care:	69	74
Employment/Vocational Support:	32	36
Basic Needs/Assistance/Insurance/Other:		
Food Stamps	24	*
SSDI	14	*
Medicaid/NH HPP	48	*
DCYF Involved	27	*
Child Support Modification	9	*

Offenders Released to Monitoring/Court Ordered Programs:

Probation:	156	136
CCASP/MH Court Program:	34	13
Cheshire County Drug Court:	30	7

Disposition: County/State

% released within Cheshire County:	90%	86%
% released to Massachusetts:	2%	2%
% released to Vermont:	3%	2%
% released to Rockingham County:	3%	6%
% released to Sullivan County:	1%	1%
% released to Hillsborough County:	0%	2%
% released to other state:	1%	1%

*data sets not tracked separately for these categories in 2013

Offender Recidivism (within Cheshire County DOC)

% Returning on new charges and/or VOP within 1 year of release:

2013:	31.4%
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%

% Returning on new charges and/or VOP within 3 years of release:

2013:	*Data not available until Jan. 2017
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%

Safety and Security ~ Maj. John Mousseau

Safety Statistics –

Total Assaults by inmate on officer	0
Total Assault/Fight inmate on inmate	14
Total Suicide Attempts –	09
Suicide (Out of Facility EM)	0
Open Sheriff’s / SP Investigations	0
Open Keene Police Investigations	2
Investigations for the year	
Sheriff’s Office	07
Keene Police	09
Total Investigations for year	16

5 - Delivery of articles prohibited
 4 - Assault by Prisoner
 1 - Criminal Mischief
 4 - Drug Case
 2 - Theft

Use of OC Pepper Spray	22
Display of OC	41
Use of Taser	2
Display of Taser	20
Fire Department Response	0

Major Disciplinary	450 Reports
Minor Disciplinary	398 Reports

Actual Major Charges	712
Guilty Charges	488
Not Guilty Charges	96
No Verdict / Not Heard / Not Issued	124
Documentation only	

Transports - CPT. Scott McLaughlin

	Federal Transports	
Month	Total Number of Transports	Total Hours

January	11	82.5
February	3	20.5
March	0	0
April	2	19.5
May	10	85.5
June	15	128.5
July	13	135
August	7	56
September	7	68
October	6	46.5
November	5	35
December	7	61

County Transports

Month	Total Number of Transports	Total Hours
January	7	35.5
February	11	39.5
March	7	35
April	9	31.25
May	9	23.5
June	3	13
July	2	6
August	5	15
September	5	13
October	8	30.5
November	8	25
December	2	6

Per Diem hours

Month	Number of officers	Total Hours
January	5	22
February	1	6
March	0	0
April	2	11.25
May	4	14.5
June	10	43.25
July	10	54.5
August	6	18.5
September	4	27.75
October	3	6.75
November	5	16
December	4	15.5

Totals for 2014

Federal transport – 86 transports
738 total hours

County Transport – 76 transports
273.25 total hours

Total transports - 162

Total hours - 1011.25
Per Diem hours - 54 officers
236 total hours

Inmate Programs - Maj. Hank Colby

The following information is a compiled list of different statistics and programs that the Inmate Programs Department is responsible for. During the 2014 calendar year, facility tours were conducted for 186 individuals. The following agencies and organizations toured as individuals or as groups:

Keene State College
Hinsdale High School
Trust House
Humane Society of the United States
Cheshire County Sheriff Department
NH National Guard
Keene Community Education
NH Juvenile Services
The Equinox
Peterborough Unitarian / Universalist Church
River Valley College
Peterborough Teen Challenge
Leadership Monadnock

The department supervised 13 sentenced inmates during 2014, for court ordered work release under the terms and conditions of the Work Release correctional program. The Electronic Monitoring program in 2014 monitored 106 pretrial release inmates and 75 sentenced inmates.

There are currently 192 approved volunteers that share their talents and skills through 17 inmate programs that are scheduled at different times during the year. In 2014 there were 4 inmates who passed the HISET examination that was given at the jail facility.

In August of 2014, the annual Volunteer Appreciation Day Cookout was a great success. It was held adjacent to the jail facility and attended by volunteers and their families.

During the past year, 356 sentenced male inmates supplied labor to the Cheshire County Fair Association, Cheshire YMCA-Camp Takodah and the Town of Troy,

Special presentations that were offered to inmates during 2014 included speaking engagements by Yogi Lama Gursam and former Boston Red Sox player Rico Petrocelli.

Booking - CPT. Dave Morey

VIDEO ARRAIGNMENT

In 2012 we began using the video arraignment system to handle arraignments only. We continue to use the video system for all arraignments with both district courts. We also conduct sporadic arraignments with Cheshire Superior. We also do an occasional hearing or attorney conference for the U.S. Marshal's. As of this date, we are still doing only video arraignments with the video system. There has been no expansion of use for this system.

Video Arraignment numbers by Court:

Cheshire Superior:	24
Keene Circuit Court:	418
Jaffrey Circuit Court:	33
Other Courts:	12

In 2013 the N.H. Administrative Court mandated that all defendants be eligible for legal representation. This meant that an attorney from the Public Defender's Office would have to come to the jail prior to arraignments to meet with defendants. Initially this created some minor headaches for us, however this has smoothed out quite nicely.

CHESHIRE COUNTY DRUG COURT

This year we became an integral part of the Cheshire County Drug Court (CCDC) process. The Cheshire County Department of Corrections took a big role in making the Drug Court a workable process. The CCDOC is one of the locations where CCDC participants can go for urinalysis testing. It is also the only agency that is a 24 hour operation. This allows the CCDC some flexibility to have participants get a secondary test if other locations are closed, or in the case of reasonable suspicion. The CCHOC Case Manager and The Booking Commander sit on the CCDC board, and commit a number of hours per week to making it a success in addition to assigned duties.

In 2014 we conducted 1,131 urinalysis (UA) tests for the CCDC. At 15 minutes per person to conduct a UA, this amounts to 282.75 man hours spent in 2014 for this task. In addition the court sanctions some offenders to time incarcerated. In 2014 the Cheshire County Drug Court sanctioned CCDC Participants to incarceration 61 times. This amounted to approximately 30.5 man-hours in labor to in-process these offenders.

N.H. STATE POLICE

In October of this year the N.H. State Police-Troop C (NHSP-C) and CCDOC Superintendent Van Wickler coordinated an effort to move the NHSP-C Booking and intake process to the CCDOC. This enables the troopers to process new arrests in a safer environment. It also allowed troopers to leave the inmate in custody should a pressing call arise. NHSP-C Troop Commander and senior staff were able to tour the facility, particularly the booking area. There was ample opportunity to ask questions and

address any concerns from both parties. This integration went off without any major glitches. The working relations between both agencies have been enhanced by this effort.

BOOKING STAFF CHANGES

Also this year Lieutenant Matthew Willis was reassigned to work for the Director of Safety and Security. This left an opening for the position of Booking Assistant Supervisor. After discussion with the Superintendent it was determined not to fill this position as it stood. Instead the team leaders on each shift were promoted to the rank of First Sergeant and assigned the duties of Assistant Booking Supervisor on their respective shift. The vacancy left by Lt. Willis was then filled by a newly assigned officer from within the staffing ranks.

There has been some turnover in the staffing of booking throughout this year. Some has been due to staff injury that required positions to be filled per the needs of the facility. Some openings were created due to natural turn over in staffing. Currently we have a healthy mix of seasoned booking staff and new faces in training. This type of turnover has not effected booking operations. It has allowed staff to rotate from regular floor duties to experience the booking department. Additionally, with new openings we were able to bring in 2 female officers. This has helped alleviate struggles to get a female officer in booking for so many UA tests and intakes.

LOOKING FORWARD

Currently we are working on a deal to have the Cheshire County Sheriff’s Deputies use our booking space in much the same way the State Police do now. With the Sheriff’s office moving to new space it has left the deputies currently booking in the old space without any available backup if needed. Having the deputies’ work out of our booking space will provide proper security for them. I do not foresee this having any real negative impact on our operations.

2014 BOOKING STATISTICS

Inmates Booked with Charges-Pretrial and Sentenced-----	1,326
Males-----	1,027
Females-----	298
Protective Custody Bookings-----	406
Males-----	320
Females-----	86
Total Bookings-----	1,732
Total Releases-----	1,670

2013 BOOKING STATISTICS for comparison

Inmates Booked with Charges-Pretrial and Sentenced-----	1,070
Males-----	863
Females-----	207
Protective Custody Bookings-----	429
Males-----	354
Females-----	75

Total Bookings-----	1499
Total Releases-----	1516

BOOKINGS BY AGENCY

Alstead-----	11
Cheshire County Sheriff’s Office -----	321
Chesterfield -----	19
Dublin -----	4
Gilsum -----	0
Harrisville -----	0
Hinsdale -----	56
Jaffrey -----	45
Keene -----	655
Marlborough -----	17
Marlow -----	1
Nelson -----	0
Probation/Parole -----	97
N.H. State Police -----	119
Richmond -----	0
Rindge -----	1
Roxbury -----	1
Spofford -----	0
Stoddard -----	0
Sullivan -----	0
Swanzey -----	80
Troy -----	22
Walpole -----	19
Winchester -----	69
US Marshals-VT -----	149
US Marshals-NH -----	19
US Prisoner Transport -----	40

DEMOGRAPHIC BREAKDOWN BY AGE

AGE	Male	Female	Total	Percent
Ages 17 – 25	485	141	626	36.09%
Ages 26 – 35	444	134	578	33.43%
Ages 36 – 45	201	58	259	14.95%
Ages 46 – 55	162	43	205	11.78%
Ages 56+	56	8	64	3.70%

DEMOGRAPHIC BREAKDOWN BY RACE

<u>RACE</u>	<u>TOTAL</u>	<u>Percent</u>
Black	115	6.64%
White	1,539	88.86%
Latin/Hispanic	14	0.81%
		Other Races

Staff Training and Development - CPT. Tim Knowles

This year has seen higher than average turnover, 18 officers or approximately 31.6% of our staff were replaced. The time on the job for the officers replaced was as follows:

- 2 less than one week
- 3 less than one year
- 5 less than two years
- 4 less than three years
- 1 less than five years
- 1 less than ten years
- 2 less than fifteen years

The reasons for termination varied for the 13 officers that left of their own volition.

- 2 left to continue higher education
- 3 left for non-LEO positions for better money/hours, etc.
- 4 left for other LEO positions closer to home
- 1 left for a position to eliminate the commute
- 2 left for family reasons
- 1 left for health reasons

The reasons for the other 5 officers that were terminated ranged from performance issues, to discrepancies on their application, to failure to meet the minimum standards.

We currently are at full staff with 57 line officers. Of those officers 45 are certified through the NHAC. We previously have started the newer officers on the NHAC curriculum when they reach the 6 months mark, however, recent developments with the certification process have caused us to put that on hold for now.

In 2014 we conducted 37 days of modules consisting of approximately 296 classroom hours, representing a total of 3,528 man hours spent in training, and 504 man hours for instructors. In addition to that officers have completed, and received training credit for, 684 **unpaid hours** of instruction. They did this on their own time, through ACA courses and NHAC curriculum courses, and other outside agencies. Note that these figures do not include training hours for the FTO program for any new hires in 2014.

Respectfully Submitted,
R.N. Van Wickler
Superintendent

Cheshire County Department of Information Technology 2014 Annual Report

The Cheshire County Department of Information Technology (IT) enables the business of all County departments by planning, deploying, supporting, and maintaining its technology infrastructure. Our infrastructure comprises computer hardware, software, networking, telephone, and communication systems. The County's ability to serve its constituents requires an increasing level of technology in every aspect of its operations. The demand on the IT Department to provide more support for a broader range of systems is greater than ever before.

In 2014, the Cheshire County network grew to comprise over 200 workstations, 30 application, data, and management servers, two video conferencing servers, three telephone PBX systems, and more than 200 individual telephones distributed over four primary campuses. In addition to daily support, the department delivers 7x24 on-call support for critical County systems such as the nursing home, the county jail, the dispatch center, and eight Cheshire County town police departments.

On every campus, the network enables the operation of our security systems, camera monitoring systems, time clocks, telephones, and environmental control equipment. Additionally, our 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. And, for the County Attorney's Office, connection to the Internet is required for its completely offsite-hosted record management system.

In the same way that the scope of IT operations has expanded significantly, so has the need for support of County users. Daily routine tasks include creating and maintaining network and email accounts, installing and configuring desktop and server software, updating programs and operating systems, unjamming printers, and helping users with basic computer tasks. The IT staff troubleshoots, maintains, and repairs all hardware and software systems in our network including workstations, servers, printers, scanners, desktop anti-virus, networking, and backup and recovery.

The IT department ensures continuity of business for Cheshire County by implementing measures to support cyber security, disaster recovery, and resiliency. Security includes not only desktop anti-virus protection, but programming and managing the County firewalls, web filters, and email systems.

The requirement to implement and maintain a cohesive and comprehensive Cyber security practice continues to be a critical mission for the department. Increased monitoring of our public interface shows a nearly constant stream of attempts to gain access to our systems. In response, we continue to "harden" our systems to resist intentional malicious activity and have reduced our "attack surface" significantly.

This department continues to support the Greater Monadnock Public Health Network. In 2014, the jail Superintendent graciously enabled the relocation of MACE from the courthouse to the county jail. IT created a phone and network package that can be deployed instantly, allowing the MACE staff to activate without delay.

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

The IT department completed or made significant progress on several major projects in 2014. For computer users, the most visible change was the upgrade from Office 97 to Office 2010 and from Windows XP to Windows 7. At Maplewood, staff saw the deployment of computer-equipped medication carts and new ergonomic LNA workstations. Behind the scenes, both the dispatch and nursing home primary servers were virtualized, providing significantly enhanced backup and recovery options as well as improved performance. This program is continuing in 2015 with a focus on the Keene and jail data systems.

Will Lucas joined the IT department in 2014 as an IT Specialist and brings his training in networking and infrastructure to the County.

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

Respectfully Submitted,

Robert L. Hummel
Director of Information Technology
Cheshire County

**Cheshire County
Human Resources Department
Annual Report
2014**

The Human Resources department is responsible for providing Comprehensive Human Resources leadership for the County and staff personnel. The Human Resources department consists of a Human Resources Manager and a Human Resources Assistant. HR continues to implement and administer the County's personnel program in accordance with the provisions of applicable laws, rules, regulations, policies and procedures. We work continuously to serve the 400+ employees of Cheshire County. The HR Assistant currently occupies an office at the Maplewood Nursing Home, full time M-F, while the HR Manager splits her hours and days between the Department of Corrections, Maplewood Nursing Home and Keene Court Street offices.

New Hires and Terminations of 2014

Human Resources is actively involved in overseeing the County's hiring and termination process. In 2014, the Human Resources department advertised, prepared job postings, screened applicants for vacancies and coordinated the selection of the positions.

Total number of applicants hired for Cheshire County in 2014	=	119
Total number of employees terminated from Cheshire County in 2014	=	110

EAP – Employee Assistance Program

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

EAP Utilization Summary

Member Services

Employee/Household member/manager utilization rate = 6.12%

Contact utilization = 21.88%

26 service requests:

- 17 Employees
- 1 Household member
- 8 Managers

Presenting Issues

Top 2 presenting issues:

- Emotional/Psychological
- Legal

All cases were routine in nature.

13 members received referrals for counseling visits.

Employer Services

5 Manager/HR consultations concerning:

- Psychological issue
- Workplace issue

Onsite services included 2 wellness seminars and a critical incident response.

Employees/Household Members/Managers Calling EAP for Services = 52

Employees/Household members Referred to EAP Counselor = 26

Callers sought assistance for the following primary presenting issues:

Emotional/Psych	27.78%
Work Related	16.67%
Alcohol/Drug	0.00%
Marital/Couple	11.11%
Violence Domestic Abuse	0.00%
Family Problem/Child	16.67%
Medical	0.00%
Legal	22.22%
Financial	5.56%
Dependent Care	0.00%
Other Issues	0.00%

Recruiting & Networking

Recruiting efforts for 2014 included attending job fairs in the Cheshire County area. Human Resources continues to promote Cheshire County Government as a premier employer in the area. In addition to the Cheshire County website, County posting sites, and other NH job sites, we continue to network with local area businesses and have been successful in posting employment opportunities at various localities.

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

Association of Counties – Human Resources Affiliate

I have been attending the HR Affiliate meetings for the past 13 years in Concord, NH. Human Resource Managers and Directors from other Counties and are in attendance at these meetings. These meetings are held on the 3rd Friday of every month.

General topics of discussion:

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

Monadnock United Way – Fund Raiser

In 2014 the Human Resources Department worked throughout the County to raise funds for the Monadnock United Way.

Employee Newsletter

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

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

I would like to thank and recognize Stephanie Jardine, Human Resources Assistant for her efforts throughout the year as my Assistant. I would also like to thank the County Commissioners, Elected Officials, County Administrator, Department Managers and co-workers for their support of the Human Resources Department. I look forward to working and serving all departments in 2015.

Respectfully Submitted,

Wendy Hurley
Human Resources Manager

ANNUAL REPORT FOR 2014 MAPLEWOOD OF CHESHIRE COUNTY

Maplewood of Cheshire County is a mission-driven care facility with a focus on being a safety net operation for elders of Cheshire County. We offer long term living opportunities for elders who are no longer able to have their care needs met in the community or other care situations. We also are an option for elders to choose for short term rehabilitation and whose goal is usually to return back to the community from where they came. Additionally, we are one of three nursing homes in the state with a special “atypical” unit designed to meet the needs of residents of long term care who have specifically challenging behaviors.

Maplewood in the News:

Throughout 2014, Maplewood was in the news frequently. A study committee had been initiated in 2013 to study the future of Maplewood and to make a recommendation to the Commissioners, and in turn to the full body of the Delegation. The full report may be found on the County Website <http://www.co.cheshire.nh.us/>. The summation of the recommendation reads as follows:

1. The County should continue its current mission of providing affordable long term care at facilities owned or operated by the County.
2. The County should proceed with the development and implementation of a long range plan to transfer the County long term care operation from Westmoreland to newly constructed “Green House” facilities in Keene over not more than a six year period, commencing with the goal of First Phase establishing several Green House homes in a new campus by the end of 2015.
3. The County should continue to undertake such necessary maintenance, repairs and improvements to the Westmoreland facility as to provide for the safety, comfort and care of the residents during the transition period.

With the resulting study group recommendation of the future of Maplewood to include a completely different service model in a campus-like setting of small homes, initial study into this model has begun. With a guide from Capital Impact Partners, both Maplewood’s Administrator and the County Finance Director completed a financial feasibility study to compare the annual Maplewood cost of operations under its current configuration, while establishing a probable cost of the same number of licensed beds in a Green House setting.

The Administrator has additionally been meeting with the Resident Council every 2 to 3 months per their request to keep them updated on the ongoing dialogue of the “future of Maplewood”. The residents participated in 2 meetings with the initial study committee and several residents keep up with the local newspaper. It’s not unusual to have a resident meet with the Administrator after the publication of an article for clarification and assurance that no decisions have yet been made, and that the residents are safe and will always have a place to live.

Several Green Houses were toured by the study committee, and the Administrator had the opportunity to attend one outing with the study group, and then attended another operation with

the Department Heads of Maplewood to begin to see first-hand what an actual home looks like and to get a sense of the operations model.

The next step in early 2015, includes the formation of a subcommittee - from the full body of the delegation - to further their study of the future of Maplewood.

Challenges faced in 2014:

The State of New Hampshire initiated Phase I of Medicaid Managed Care in December of 2013. Initially, there were 3 Medicaid Managed care companies in NH. One company pulled out by mid-year, leaving only 2. The effect on nursing homes and their residents was experienced primarily at the level of non-emergent medical transportation. There were; however, other offshoots affecting nursing home residents that included some part B medical procedures as well as medications. Our residents occasionally receive letters from the managed care companies alerting them when a procedure/medication has been denied – this creates resident concerns generally over issues residents are unable to understand.

Prior to managed care, Medicaid was a “fee for service” model, with the State as a single billing agent for us. As of 12/1/13, new provider contracts led us to bill an additional 2 new agents for non-emergent medical transportation (3 in total) each with different contracted billing requirements/systems and stipulations. Phase 1 has taxed the Social Service department, the resident Transportation Aide, and our Executive Assistant. New administrative tasks involving sending documented evidence of the fact that our transportation aides are credentialed has been happening on average every other month and can take several hours to complete. We are additionally and routinely receiving payment denials that also take hours to work through. The result is a workload increase in hours required to administer the 3 billing entities.

As of the end of 2014, Commissioner of Health and Human Service, Nick Toumpas, has announced further delays in managed care as it pertains to nursing homes. In July of 2015, the rest of nursing home residents will need to sign up for (or will otherwise be assigned) to one of the 2 remaining MCO’s. This will then affect all of the residents for non-emergent transport, as well as any consults, care or medications that fall under the contract with the MCO’s. We expect further workload increases for the pre-authorization of services and are very concerned over the likelihood of care delays while awaiting authorizations. Nursing Homes are expected to follow physician orders, and a time-clock begins ticking once the order is written with the expectation that the facility ensures the provision and completion of the care/order. We risk being assessed care delays under managed care.

At some future point, nursing homes will be expected to contract directly with MCO’s for our daily Medicaid rates. At this point, we do not know what rates we should expect to be able to receive, and there is not a finalized answer on what will happen to MQIP or ProShare that is paid to our home for caring for residents funded by Medicaid.

Social Services Department: Teresa Walsh, Director.

Admissions: In 2014, the department admitted 82 residents to Maplewood. Of the 82 admissions, 36 (44%) were transferred from Cheshire Medical Center (CMC).

We worked with Cheshire Medical Center on our statistical analysis relating to referrals and admissions. To become more effective and efficient in this process, our admissions coordinator and social services staff worked with IT staff to review issues and proceed with plans to allow monitors of e-Discharge throughout the day. A system was created whereby the Admission's Office receives both fax and email notification of postings on e-Discharge. Both interventions have resulted in a significantly faster review of referrals. A second improvement was instituting early morning review of referrals, so that questions could be relayed to CMC discharge planners before rounds and reviewed by the doctor during rounds. This expedited the process for us to obtain information necessary to make final decisions earlier in the day.

Discharges/Deaths: Maplewood had 44 resident deaths in 2014. The facility discharged 37 residents back to their homes or other facilities. Of the 33 residents discharged, 26 were able to return to their own homes, and the others were generally discharged to assisted living homes or lesser care facilities.

Referrals: Maplewood had 396 referrals from home, hospitals and/or community agencies/facilities, as compared to 385 in 2013. Referrals averaged 31 per month, except for December which totaled 51 – this uptick was attributed to a spike in the Flu in our area nursing homes. All of the other homes had to close to admissions for a period of time, thereby increasing the referrals to our facility.

Waiting List: Demand for beds in Cheshire County has increased to where that we now have a waiting list of approximately 30 people, 2/3 of whom are female and 1/3 male. The waiting list significantly increased starting mid-year. Of those currently on the waiting list, 60% are actively seeking placement.

The Social Services Department lead FISH day in May – this is based on the Seattle Fish market and is a morale booster effort. This team along with the medical staff team, attended POLST training. This training is designed to guide a resident/family through difficult end of life decisions that are better made before a crisis.

Dietary Department: Bethany Lawson Food Service Director; Liza Drew, Dietitian

Bethany Lawson is a contracted Fitz-Vogt employee. She meets daily M-F with both shifts to review and prepare staff for upcoming meals and tasks. She periodically attends by invitation monthly Resident Council meetings, for input and feedback regarding meals and menus. The kitchen produces all 3 resident meals, Assisted Living meals, and staff meals. The kitchen also provides services for functions such as the annual volunteer recognition meal, a special Staff Appreciation meal to all 3 shifts during National Nursing Home Week, and the Commissioners' Longevity Awards holiday luncheon.

Dietary's highest cost remains the special supplements and thickened beverages required for residents having safe swallowing issues. These specialized products reduce resident risk for choking and aspiration pneumonia. In 2014, Thickened Drinks & Thickeners totaled: \$9160.

2014 Educational focuses for all dietary staff included the following topics:

Knife Safety	Dysphagia Diets	Plate Presentation
Food Service Jeopardy	Communication	Allergy training
Therapeutic Diet Training	Survey Review	Puree Training
Eating @ 80	Meat Preparation	Team Building
Vitamins & Minerals		

In the spring of 2014, Heidi Paranto relocated from this area and we welcomed Liza Drew from Fitz-Vogt as our new contracted Dietitian. 2014 also saw the implementation of salad bar items for healthy meal choice options for our staff, and has been very well received and appreciated.

In October of 2014, we put our food services contract out to bid, and in December the contract was awarded to Glendale Senior Dining, for a start-up date of 4/1/15. We are fortunate in that both Bethany Lawson and Liza Drew will be employed by our new food service provider, so will continue with us here at Maplewood.

Environmental Services Department: Robin Rahe, Manager, Regina Holt, Laundry Supervisor

Housekeeping:

Maplewood takes pride in its reputation as a clean facility without the presence of odors associated with nursing facilities. This is appreciated during tours and the 2 most common pieces of feedback we get after a tour is "you don't smell like a nursing home" followed closely by "your residents look well cared for and we see positive staff interactions with residents". We strive to achieve an optimal balance between costs for labor and materials, and what is essential for maintaining cleanliness and infection control within our facility. Housekeeping operates 7 days a week, including daily cleaning of 96 toilets and sinks. Daily dry mopping followed by wet mopping routines scheduled throughout the facility keep our floors clean and bright. Resident rooms are cleaned daily with scheduled routines for detailed weekly cleanings.

2014 was another very busy year, including over 80 terminal cleanings as well as routine annual summer cleaning of all facility windows. Winter came early, making it a challenge to keep up with floor maintenance, and Robin's staff put in admirable effort to eliminate the winter mess tracked inside. With turnover continuing to affect staffing levels, Robin ensured that resident areas and needs took priority over floor maintenance, and getting floors re-waxed will be a focal point for her department in 2015. In early summer, Robin also began assisting in Laundry.

Laundry:

The laundry staff delivers personal clothing to the floors Monday through Friday, and delivers fresh linens to each floor daily. We continue to use Ozone in our laundry application, both for its reduction in hot water needs and for its care of our linens, which have lasted longer than with the prior method.

The laundry staff processed 10,513 loads in 2014, and a gross total weight of 562,263 pounds of laundry. This exceeded total gross weight in 2013 by 39,631 pounds, which was an 8% over 2013 and an 11% increase over 2012. Not surprisingly, this amount of clothing and linen leads to missing clothing articles as the second highest complaint (following food) that nursing homes face. However, most items at Maplewood are found and returned, as was noted in the 9/24/14 “Resident Council Minutes”.

Many linens were purchased throughout the year, to replace those that were worn/torn and stained/unusable. Laundry storage continues to be a problem. Unidentified clothing is now removed on a monthly basis rather than holding for a year, as in the past, as there is no place to store these items for any length of time. Also due to space constraints Laundry must accommodate by sharing space with the weekly “Attends” product orders.

The laundry team faced challenging turnover in 2014 and became an almost entirely new crew. Lifts were purchased to reduce back strain when taking laundry bags from the bins.

Nursing Department: Theresa Woolbert, DNS, Robin Nelson, ADNS

In January, the County Commissioners ratified the appointment of Theresa Woolbert to the position of Director of Nursing Services. Later in the year, Robin Nelson, MDS Coordinator, accepted the position of Assistant Director of Nursing Services. Sabryna Hutchins, RN, is our Quality Improvement, Staff Health and Infection Control Nurse. Lisa Clouet, Stephanie Sullivan, and Leanne Finnell are our three RN nurse managers. Kaytlyn Levesque, LPN, is the Staff Development Coordinator.

Early in 2014, we began training and preparations for ICD-10; however its implementation date was pushed back to October of 2015.

The Director of Nursing attended various nursing director trainings and received leadership coaching during the year.

One of Maplewood’s strength lies in its “out of the box” thinking and initiative – as demonstrated by the fact that we are the only nursing home in the state with an “oven” to heat new equipment/furniture, etc., to the requisite temperature, so as to do our best in preventing bed bugs from arriving into our home. We reutilized a walk-in freezer from the old HOC and it remains part of our policy to pre-treat all equipment/furniture before it goes to resident rooms/floors. We have trained our staff in what to look for relating to this issue, and to date, we have not had the unfortunate experience of these critters in our home. It is not something homes wish to make public; however, over the past 3 years, other homes close to us have endured these visitors.

In 2014, Sabryna Hutchins assumed the role of overseeing on-site training for our Electronic Charting System program upgrade. To prepare Maplewood for the transition, Sabryna was sent to a 1-week training session in Wisconsin to become a master user/programmer of our clinical software. The upgrade to our software and preparations for electronic medication administration consisted of 2 one week sessions of trainers arriving to Maplewood from the software company to train as many staff as we could in those short periods of time.

In 2014, Maplewood had 3 confirmed cases of residents experiencing influenza. The Flu vaccine available this past year was not as effective as in years past; however, the experience at Maplewood was significantly less severe than in our counterpart nursing homes. In 2010, 2011, and 2013, we had no cases. The High-dose flu vaccine continues to be offered to residents and staff over the age of 65. Our infection control program appears to be working well, as evidenced in part by these good outcomes. Our CQI and Infection Prevention nurse meets routinely with area counterparts as well as with state-wide committees to share/learn best practices.

Another key function of our CQI/Infection Prevention nurse was her involvement in planning for the significant repairs done in one of our tub/shower rooms. These were to assure the safety and prevention of infection and containment of mold remediation for the health and safety of our residents and staff. Our policy on precaution room tasks and equipment was reviewed and revised to ensure we were both meeting best practices for infection prevention, while keeping to the bare minimum the use of expensive equipment.

The Staff Development office team was trained to offer the “Virtual Dementia Tour” program, and we were the first in our state to be certified as trainers. We began offering this level of training to Maplewood staff, and in addition, we invited other County Homes to participate in this learning experience. We also offered numerous CPR trainings, and hosted Keene State nursing classes for training. We offered trainings this year in areas of Hospice and end of life, repositioning and transfer techniques, wound care, compassion fatigue, geriatric oral care, dance movement therapy and respiratory care. We also focused on LNA training for documentation.

In May 2014, we held our annual Employee Health Fair, a joint planning and execution effort between Human Resources, Nursing, and our Safety Officer. This all day event brings upwards of 30 exhibitors to Maplewood and we entertain upwards of 75 visitors during the fair. The focus is health education and disease prevention, and is also a marketing tool that brings the community into our facility. As we remain self-funded for our health insurance program, any support to our staff to help make the best health choices keeps our premiums as low as possible.

In recent years, the Federal Government has mandated to long term care facilities that there must be a reduction in antipsychotic medication use. These medications were developed for use with residents who have Schizophrenia, Huntington’s disease and Tourette’s syndrome. These medications have since been found to have had calming effects on undesirable/dangerous behaviors of residents with other diagnosis such as progressive dementias. Nursing homes have been accused of “chemically restraining” residents with difficult behavior, and this initiative to see an overall reduction in the use of these medications for diagnosis other than the original 3 was established. Additionally, the 5 star nursing home reports have begun to take stars away from homes with high use of antipsychotic medication. The County homes in NH are looked upon to take these challenging residents, which means that we will get a higher percentage of residents who may be prescribed these medications. We must attempt to reduce and remove the medications. This many times results in the re-emergence of difficult, at times dangerous behaviors that require much more staff to assure the safety of other residents, staff, and visitors.

To compound the issue, Maplewood operates 1 of only 3 "Atypical" units in nursing homes in this state. An added challenge for us is the fact that there are fewer psychiatric inpatient hospitals that will accept geriatric residents. This means that when one of our residents exhibits behavior that moves beyond our ability to manage, we at times are unable to transfer such a resident out for a short term psychiatric inpatient stay. In response, we have been working with community entities including the Sheriff's department, the House of Corrections, the State Troopers as well as our local hospital. We have additionally reached out to the State Hospital and Glencliff for assistance and resource and/or knowledge sharing. Our DOC Superintendent, Rick VanWickler, has been instrumental in supporting our efforts and sharing his staff resources both with managing through difficult periods of time, as well as with training our staff in aggression management.

In October, our new ADNS was chosen as this year's award recipient for the County Nursing Home Employee of the year.

The State Survey process is required to by CMS to be completed on a surprise basis every 9 to 15 months. Due to our last Survey date of December of 2013, we were free of State Survey during the 2014 calendar year and the facility remains Survey-ready in anticipation of the team's arrival in early 2015.

Nursing shortages are being seen increasingly in this area. The country has been aware of the issue of lack of nurses; however, it appeared that after the recession hit some nurses may have delayed their retirement. Maplewood has seen the beginning of nurses of long standing now retiring. Of the few nurses who do apply for positions, we are beginning to see that our wages are insufficient for some to agree to our open positions. This conversation has been initiated with the Commissioners to discuss further in the coming year.

Physical Therapy Department: Laurel Moody, Director.

The year was busy with caseload, ongoing Medicare/regulatory changes and efforts to streamline documentation for efficiency, while meeting all the requirements and preparing to move to electronic documentation.

Staffing: In 2014, PT finally filled the full time staff PT position which had been open since 2006 and in part filled with contracts. This therapist had been away from PT practice for many years and has needed significant support from the PT director to become proficient in all aspects of PT delivery and documentation in this highly complex and ever-changing regulatory environment. A new graduate dual certified therapy assistant (PTA, COTA) contacted us in November and was hired for per diem work for both the PT and OT Departments. This should increase our ability to offer week-end treatments in both disciplines as needed. PT continues with 1 rehab aide to provide to residents functional maintenance programs developed by licensed PT staff.

Regulatory/Compliance: Documentation requirements continued as an area of focus for PT. It is a challenging, ongoing process to make documentation streamlined and concise while including all necessary elements to prevent denial of payment for services provided. Harmony Healthcare and ACP (Accelerated Care Plus) staff continue to be very helpful in keeping therapy staff current with regulatory changes and trends. Their work with us includes prevention of

Medicare payment denials, support and assistance through the process if we do receive a denial, and documentation standards. We get ongoing feedback on how we rate in these areas. They also provide education and suggestions for how Maplewood therapy staff can improve in these areas.

Denials: In 2014, the 2 appeals from 2013 were denied at the second level of appeal. We have proceeded to the third level of appeal with both, but are still awaiting a date to appear before the Adjutant Law Judge. Medicare did not expect this number of appeals from providers so is having trouble keeping up. Providers are winning appeals at the ALJ level 75% of time, indicating that appropriately given care is being denied frequently by RAC (recovery audit contractors) auditors. Medicare placed a hold on automatic denials for being over the Med B cap at the end of 2013, but has not stated how or when they will decide to proceed. Medicare is renegotiating the RAC auditors' contracts. PT has 5 cases from 2014 that exceeded the cap for PT/SLP services, placing them at risk for denial.

Billing: All therapies began using the ECS billing program during 2013 for Med A and Med B billing, but have never been able to get the co-treatment buttons of the software program to work, preventing accurate entry of all therapy treatment minutes. A new version of the software program was introduced in October, 2014, but is not working well for therapy billing due to software issues. These are preventing accurate input of all therapy billing and are auto-populating incorrect information onto the MDS. All computer billing has been suspended by all therapies until these issues can be rectified due to the very high risk of having incorrect information included on the MDS (Minimum Data Set).

ACP: We continue to get good value from our contract with ACP. We have a greater than 50% average use of the modalities for both Med A (62%) and Med B (58%) patients and we attain excellent clinical outcomes. The modalities allow for more patients to qualify for medically necessary PT services, increasing the amount of time spent in each treatment visit and the length of time the services can be provided as medically necessary. This allows for increased provision of medically necessary PT services for increased revenue production and improved clinical outcomes. ACP continues to provide in-services at MNH to enhance the therapists' knowledge and clinical skills with the modalities, including documentation and billing information. ACP looks at MNH quality measures to help focus the training on specific issues our residents are having or on areas that place the facility at risk for deficiencies. We had a 30 day free trial of the virtual Reality unit, an interactive computer system with many therapeutic programs for all 3 therapy disciplines. We did not find the unit improved our ability to provide more or better therapeutic interventions to our patients and felt the space needed by the unit monopolized our gym space. ACP provided 12 hours of in-service time at MNH in 2014.

ICF Statistics: All residents are initially assessed by PT and then on a quarterly basis to aid in the completion of the MDS process and assure residents are maintaining their highest, practical level of function. Our Rehab Aide was out with FMLA time for some days of each month from January to June. Licensed PT staff filed in to complete programs so that there was no negative impact on residents. In 2014, we averaged 26 patients/month and 229 visits/month.

Occupational Therapy Department: Gina Cutler, Director

The Occupational Therapy department is comprised of the Director, one staff occupational therapist, and one maintenance OT aide/LNA. The two licensed occupational therapists at

Maplewood focus on maximizing a resident's participation, or level of independence, in their activities of daily living (self-care tasks such as feeding or dressing).

The practice of Occupational Therapy in a skilled nursing facility is regulated by the National Board of Certification for Occupational Therapy, the Federal Center for Medicare and Medicaid Services and the NH State Board of Allied Health.

Occupational Therapy serves residents under Medicare A, Medicare B, private insurance, or Medicaid. During 2014, OT worked with approximately 60 Medicare A residents, 15 Medicare B residents and 4 residents without insurance. Treatments can vary from one visit and consultation to over a year of continued therapy. Training completed by the occupational therapist can include exercise, energy conservation training, aquatics therapy, safety education, adaptive equipment education, fabrication of splinting or positioning devices, functional mobility training, ADL and home management retraining. Occupational therapists provide equipment to assist with these activities, modify the person's environment to facilitate success, and teach alternative or compensatory techniques when the foundational skills have been permanently lost. The OTs also offer evaluation of the resident's home for safety recommendations before they return to their communities.

Our Maintenance OT aide works under the supervision of the occupational therapists, serving our long term care residents in preventing contractures, maintaining strength and ROM, and facilitating productive ADL routines. During 2014, our maintenance aide worked with approximately 35 residents.

All of our treatments are provided individually, based on the needs of the residents and are identified through the comprehensive OT evaluation. The Occupational Therapy department completes monthly audits on the Medicare A and B documentation to ensure all Medicare guidelines are being met and that treatments are appropriate and medically necessary.

We are a small, but committed department, in helping our residents live their lives to the fullest. 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 2014 we accepted two students from RVCC in their final stages of training through fieldwork level II curriculum.

Speech Language Pathology Department: Caroline Renauld, Director

The department consists of a full time SLP as the director, and one per diem SLP, to ensure that residents receive the recommended frequency of therapy as well as maintaining appropriate RUG levels, which are the drivers for our Medicare part A reimbursement.

68 Medicare Part A residents received ST services this year. 64 Medicare part B residents received ST services this year. 8 Medicaid only residents received ST services this year. One resident was sent out for an MBS as recommended by SLP. A contract was secured with Dysphagia Management Systems for FEES. No FEES were scheduled during 2014.

In 2014, Caroline Renauld, participated in monthly Harmony Healthcare exit interviews, monthly department head meetings, bi-weekly weight committee meetings, weekly skilled meetings, daily morning meetings, and quarterly CQI meetings.

Caroline attended in-services provided at Maplewood, as well as continuing education courses to maintain licensure, including a course on the Organic Dysphagia Evaluation and Treatment with a DPNS certification and E-stim, Cognitive-Linguistic therapy course, and the NH speech language and hearing association fall conference. In addition, Caroline supervised an SLP student who completed her 14 week placement at Maplewood, and the placement was a successful experience for both parties.

Caroline participated in several meetings with the OT and PT department heads to problem-solve current issues and to plan for upcoming changes. A few of the notable meetings were as follows:

- ST and PT department heads met with the Medicare Billing Coordinator, and the Finance team to problem-solve denials based on functional g-code billing. Current denials were appealed and overturned. No new denials arose for functional g-code billing.
- OT, PT, and ST department heads met with the IT Director, about the options for electronic documentation in preparation for the updates to ECS. A system of laptops were decided on and added to the 2015 budget for approval.

Audits were continued and initiated this year to ensure accurate billing practices. Some are:

- Audit of minutes entered into MDS is completed weekly. A triple check system is in place with the 3 rehab department heads and MDS coordinators. Gina Cutler, OT Director, reports on these audits quarterly at CQI.
- A new audit was established to check the therapy billing sheets with the UB04's to ensure accurate billing of therapy units. ST billing has been checked against the UB04's for the months of September, October, and November. No errors found.

Caroline organized and participated in 2 Performance Improvement Plan (PIP) teams this year:

- PIP team to manage the diet order program, temporarily down. A plan was set in place to communicate diet orders with the kitchen and was audited daily to ensure that no errors were made during that time. No issues arose as a result.
- A PIP team to address entry of diet orders into ECS was suggested at CQI meeting. Caroline has been reviewing the survey manual to determine what orders are required by the state. Preliminary audits have been conducted to determine what issues need to be addressed. This project has just started and will be ongoing.

A new diet manual was instituted by Fitz Vogt requiring changes to the current and future menu extensions. Caroline met early in 2014 with Heidi Paranto, Dietitian, to make recommendations based on the new diet manual. Heidi provided staff education for a new diet manual introduced in April. Staff has adapted to the new diet manual and menu extensions were altered as needed.

Dining observations were completed by Caroline to assist in preparation for survey. The overall findings were good and the results were shared with the administrator and the nurse managers.

Activities Department: Steven Wilson, Director

In 2014, we continued our mission to meet the OBRA long term care regulations for activity requirements directed as follows: *“The facility must provide for an ongoing program of activities designed to meet, in accordance with the comprehensive assessment, the interests and the physical, mental and psychosocial wellbeing of each resident”*. By OBRA definition, *“Activities” “refers to any endeavor, other than routine ADLs, in which a resident participates that is intended to enhance his or her sense of well-being and to promote or enhance physical, cognitive and emotional health.”*

We complete comprehensive assessments on each resident, determine each resident’s activity preferences as well as current limitations that may require adaptation, and from that create individualized Activity Care Plans with individualized goals and activity opportunities for each resident. We review each resident’s Activity Care Plan at least quarterly, and complete quarterly activity reports on every resident. At that time we also make activity goal adjustments as indicated to remain current with the resident’s activity needs, interests and abilities.

“One-to-One programming” “refers to programming provided to residents who will not or cannot effectively plan their own activity pursuits or residents needing specialized or extended programs to enhance their overall daily routine and activity pursuit needs.” We have many residents who attend many of our scheduled programs on a regular basis, and many residents who may engage independently in their own activities and routines. We also have a great many residents who need and/or enjoy one to one contacts. We therefore track and document one to one visits we offer to all residents who do not attend activity programs on a regular basis, and we offer them each one to one programming at least two to three times every week.

“Person Appropriate” “refers to the idea that each resident has a personal identity and history that involves more than just their medical illnesses or functional impairments. Activities should be relevant to the specific needs, interests, culture, background, etc. of the individual for whom they are developed.” Through our “I centered” care plan, we attempt to plan goals directly based on each resident’s preferences, and write goals to represent their own words in the first person.

“Program of Activities” “includes a combination of large and small group, one to one and self-directed activities and a system that supports the development, implementation and evaluation of the activities provided to the residents in the facility”. We meet as a department on a regular basis to review, plan, and evaluate our programs in order to remain resident centered. We also review new admissions and/or resident changes in order to remain current. Every month during Resident Council meeting we review the next month’s activity calendar for approval, and plan activities to meet the resident’s needs and interests. The activities department has also facilitated interested residents in participating in a state-wide initiative called “Seniors Aid NH”, which is essentially a state-wide resident council whereby all residents living in any of the 72 nursing homes in our state may participate. We are the only state in the country with such an organization.

With staff hours equal to 6 positions plus the Activity Director, we work hard offering programs seven days a week including some evenings. In 2014, Christmas day was the only day in the entire year when we did not schedule activity programs.

Programs of special interest include our music programs. Most weeks we have three and sometimes four music events. Our music programs meet a wide variety of interests, and are able to engage a wide variety of residents of varying abilities; hence are much enjoyed by most everyone. A new project which has met with success is in providing certain individuals with a customized music program to meet their preferences. We have seen very positive responses and focus using these trials and will continue to try to build this individualized program.

We continue to offer programs to include the diverse interests of the residents. These include our game programs, work type tasks giving residents an opportunity to contribute, crafts, baking and cooking, sensory stimulation, word games and trivia, special meals, exercise, garden work, patio visits, and activities, social groups, religious programs (offered several times each week), dance movement, as well as community trips such as scenic rides, concerts, restaurants, picnics, ball games, shopping trips, and more.

During the year we held many special events, usually on a monthly basis. These include the popular Summer Carnival and our Annual Christmas Pageant. Both of these programs were very successful in large part due to the assistance and involvement of many staff and departments, as well as many community volunteers. Residents requested a program that is named “happy hour” and is a monthly opportunity for socializing around fancy-looking drinks. Alcohol can be served to a resident if they have a supporting physician’s order, and for many residents, it is simply participating in a positive and fun social setting that makes this program attractive to them. Spring programs included “Relay for Life”, for which residents designed bags in memory of loved ones, and participated in a ceremony to honor those affected by cancer and to support the Cancer Society. In the Fall, residents enjoyed the very popular indoor Annual Craft Fair, which is well attended by staff, families, and community members, and allows residents to enjoy shopping from the comfort of their home. We held a special Veteran’s Recognition Ceremony on Veteran’s Day, and at Christmas, residents received hugs and visits from Mr. and Mrs. Santa with gift bags and stockings for every resident.

Diversity is a focus of Activity Services. We incorporate a wide variety of programs and activities, including community and environmental involvement, to provide a diverse home with interest and stimulation. This includes our pet program that consists of the 2nd floor fish tank, birds on 3 floors and the outdoor birds, a cat on 2nd floor and regular visits from dogs, usually daily, as well as rabbits and occasional farm animals. The patio area is used daily during the good weather as a place to sit, enjoy the views, flowers, wild birds, fresh air and sunshine. Many residents enjoy picnics and BBQs, and many enjoy working in the raised garden beds or raising vegetables in the Maplewood Victory Garden.

We also schedule outdoor activities throughout the summer months. We have visits from school students in the area and occasional student volunteers spending time at Maplewood. We receive much community involvement and support through our many volunteer entertainers and also from our community volunteers, of whom there were more than 50 in 2014. Our average for 2014 was 235 volunteer hours per month. We could not provide the extensive activity programs without their dedicated assistance, and host an appreciation dinner for them annually.

Two new Activities staff joined us in 2014, bringing new energy, creativity and ideas to the department. Steve had a five week medical leave time, and commended his staff for their superb performance and dedication while he was away.

Facilities Department: Bruce Harrison, Facilities Manager

Please refer to the full report from the Facilities Manager. The following are a few highlights:

In January, the Boiler's DA tank experienced a significant leak that required the heating system to be shut down for an extended period of time to make the necessary emergency repairs. The Public Health/Emergency Preparedness Coordinator was alerted and on stand-by in case we were unable to resolve the situation quickly and needed external support to assure the safety of the residents in case of repairs requiring a prolonged time frame. The situation was able to be resolved quickly and the building did not lose any concerning amount of heat. In March, the budget passed with the capital request to replace the aging DA tank, and the project was completed by the end of the year.

The Facilities Department continued to work to catch up on older capital projects that had not been done prior to our new manager. One significant project that was completed and required State inspection was our North end tub and shower room which was completed the end of March. The rest of the tub and shower room restorations were less extensive and did not required State finalization. Those were all completed by the end of 2014.

The age and condition of our facility remains in the news. We do our best to maintain the building; however some issues get ahead of our capability of managing them. One current example is the floor tiles throughout the 75,000 square feet of the building. They are breaking down more quickly than we can manage replacement. Additionally, we had testing performed and are aware that asbestos exists in some parts of the tiling and glue used, thus we must follow specific procedures for removal of affected tiles.

While we know our waste water plumbing pipes are in poor condition, and expect regular failures, we had a few added issues to manage this year including difficulties in finding replacement parts as they are no longer made. In one instance, we had to shut down several toilets and sinks on resident units during the time it took to create parts that could work.

We have ongoing requests for more electrical outlets than we can safely add due to the current load on our system already. This is greatly exacerbated during the hot months when to keep residents safe with certain medical conditions, we need to offer air conditioning units in their windows. We routinely experience blown fuses and work to juggle appliances and room placements to balance all the needs out. Customers increasingly request internet access through "Wi-Fi", many other nursing homes, including County Homes, have installed and provide free access to "Wi-Fi" in their nursing homes. We are not an air-conditioned facility, however, the request (initiated by residents) for installation of air conditioning for the 2014 budget was not supported by the elected officials.

Safety: Pam Fortner, County Safety Officer

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

Under the leadership of our Safety Officer, we completed the mandatory 2 disaster drills. In the first, we practiced a tabletop for a POD drill (point of distribution) should there ever be a directive to distribute medications to residents/staff/families in a large scale emergency, then followed up in the second drill with an actual drive-through operation at Maplewood.

In June of this year, there was a small fire involving a table fan on our 3rd floor resident unit. Staff acted swiftly and decisively as per training to remove residents from near the area while one staff member activated the fire extinguisher to eliminate the source of the fire/smoke. The Westmoreland Fire Department arrived to find we had everything under control, and their assistance was primarily with using their special fans to remove the smoke remnants and fire extinguisher particulates out of the air. No residents were injured as a result of this incident, and we did send 2 staff members to the ER to get checked out.

In the fall, 124 staff members participated in the annual fire extinguisher training – this gives staff an opportunity to extinguish a live fire with extinguishers. The cost of this training is well worth it as evidenced by our experience in June.

Other work done in conjunction with the Safety Officer included a drill test of the pool emergency plan in conjunction with nursing, and therapy staff. We also hosted the Westmoreland Fire Department for a combined training opportunity on vertical evacuation with our new Med-sled device. Our Safety Officer also is participating in our training initiative to staff relating to aggressive resident management. Further work has been ongoing relating to enhancing our staff policy/response to aggressive physical resident behaviors.

Administration: Kathryn Kindopp, NHA, Administrator

Much work this year focused on working with the Maplewood Study Committee, completing the Green House feasibility study and working together with law makers to learn the overview of this particular style of care delivery to elders. Tours of some of the Green House projects occurred during the year, with a particular highlight of bringing the Department Head team to the Chelsea, MA facility to experience the environment first hand and to see the operation in action.

Medicaid Managed Care in this state also required significant time commitments, including working with the MCO organizations on policy review and development, attending many stakeholder meetings, and sharing experiences that needed correction/addressing due to phase I issues we encountered as providers.

Home Health Care and Hospice of Keene hired a new CEO as well as new Director of Hospice. Maplewood team members continued our usual meetings with this entity.

The Maplewood Administrator began completing and presenting quarterly reports of activities of the nursing home to the Cheshire County Commissioners.

On February 14, 2014, we re-launched our website for Maplewood (www.co.cheshire.nh.us/Maplewood). This was the culmination of one year of work with a developer and department heads to refresh our look and to communicate more positively with our community. We also received requests for staff, visitors and residents to be able to purchase clothing with our new logo, and ordered some hooded sweatshirts that have been selling to interested parties.

Initiatives this year included working with nursing and HR to interpret new laws and to change our drug policy as needed. Administration, together with Finance and Social Services staff interpreted law changes as they related to our admissions and applying for NH Medicaid. A collaborative effort to update the language of our HIPAA manual has been underway for some months, and is expected to be completed in 2015. Another initiative included working with the “Healthy Monadnock” program, and offering a more robust salad bar and less sugary drinks for our staff. For residents, we introduced the “turn a new leaf program” that additionally included lowering sodium in our foods.

While the county addressed the Windows XP changeover to Windows 7, we had to additionally consider the computers that are on our campus that are not owned by the County. These included the Medical Director’s computer (belongs to Cheshire Medical Center) and the Food Service Director computer (belongs to Fitz-Vogt). Both computers were able to be replaced without work loss to the effected staff.

We celebrated National Nursing home week in May 2014, offering a tasty meal to staff of all 3 shifts that is served by Maplewood management and the Commissioners. Maplewood’s many volunteers were served a special meal and evening program during National Volunteer Week. At the end of the year, we host the Commissioners Longevity Awards luncheon to celebrate County staff when they achieve longevity milestones.

Maplewood’s reception podium logged 10,500 visitor signatures in 2014. Our receptionists greet and assist visitors, residents, and staff, while answering the main phone line and sorting mail and deliveries. They continue to play a significant role in fire/disaster and resident code issues.

Residents and families appreciate the option for residents to withdraw cash from their Trust fund accounts at the reception desk daily, and over the weekends. Receptionists provide numerous hours monthly, assisting Nursing, Social Services, and other departments with needed tasks.

This year, another Long Term Care foundation scholarship was awarded to a member of our staff, Katherine Baker. To be eligible, recipients must be employed by a skilled nursing facility, assisted living facility, or other residential health care facility located in NH. Individuals chosen have demonstrated commitment to long term care, dedication to their career, and the desire to pursue a higher education. Katie has been at Maplewood 3 years, and is now a Registered Nurse.

The Administrator continues to have statewide involvement in a number of initiatives involving nursing homes and the county. The Administrator remains the county liaison on the Long Term Care Ombudsman's Advisory Committee, and remains one of the county appointed participants on the NHAC Executive Committee. Monthly meetings with the New Hampshire Association of Counties Nursing Home Administrator's Affiliate continue at the County Nursing Homes.

During 2014, we took opportunities to be present at marketing venues, such as the Alzheimer's walk, where one of our nurses again hosted an informational table, as well as a day at the Keene Senior Center, where the Administrator hosted a table advertising Maplewood and greeted Keene area residents.

The individual contributions of each staff member are unable to be captured in this annual report. Likewise, finding words that can truly and adequately describe the loving care and attention that the staff of Maplewood share with our residents and extended family is equally difficult. We are a group of dedicated people who are committed to providing our best within a great many limiting factors and competing pressures. I remain honored to work with an amazing team who work above and beyond to enrich the lives of those who live at Maplewood of Cheshire County.

Respectfully Submitted,

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



Cheshire County Facilities
Maplewood Nursing Home
201 River Road
Westmoreland NH 03467

**Annual Report for 2014
Maplewood Nursing Home
Cheshire County Complex
Facilities Department**

Maplewood Nursing Home (MNH)

Our crew handles all aspects of facilities maintenance from electrical, plumbing, painting, repairs, boiler operation, vehicle maintenance, grounds care and snow removal. They also maintain nursing home equipment such as mechanical beds, oxygen concentrators, scales and BP cuffs. Part of our plan is preventative maintenance in the form of regularly scheduled inspections, cleaning and adjustment. A multitude of systems and equipment are checked on a daily, weekly, quarterly and annual basis. We also maintain the Assisted Living building and handle all their facilities related projects. The crew takes great pride in their work and strives to maintain this facility in the best possible condition while keeping within our budget constraints. In 2104 our crew completed 3054 work orders. This number does not include all the quick hit items that are requested of them while they are working in the area. They are encouraged to assist the staff and residents in any way they can.

A dayshift opening was filled last January with the shift changed from a traditional Monday to Friday schedule to a Wednesday – Sunday shift. This was done to give Facilities a presence on the weekend to cover day to day repairs and grounds keeping. It also saves the County by eliminating the need for over time during those hours for plowing and sanding as well as covers extra hours for the daily weekend inspections that were required for the on-call person.

Facility Plumbing

The cast iron drain lines throughout the nursing home are one of our biggest challenges. For the most part they are hidden inside the walls or in the foundation slab of the building. The drain lines are 38 years old and showing their age. We had several instances this past year of water leaking out of various areas that required some amount of detective work to determine the root cause. A video scope purchased last year allows us to get a view inside the walls to investigate the piping with minimal damage to the double layer of sheet rock covering them. This tool was used to locate a drain line inside a wall in the staff café that had rusted through. We also repaired a drain line in a resident room that damaged the ceiling in the office below. Recently our crew located a five way cast iron 4” vertical pipe fitting that was rusting through on the 2nd floor. Due to its location we had to shut down the sinks and bathrooms on the floors above until we were able to secure the replacement parts. This took a bit of time because that style fitting is no longer produced and an alternate

fitting had to be located. We have since added a few of these alternate fittings to our inventory in anticipation of future failures.

Domestic Hot Water Improvement Efforts (DHW)

This past year we discovered a number of small problems with the DHW system that were repaired. The bulk of them involved replacing or installing check valves on the showers, tubs and sinks throughout the nursing home. In order to make those repairs we discovered seven hot water feed and return valves that were not operational and had to be replaced. Once these repairs took place the overall stability of DHW in the nursing home improved but still was inadequate during the early morning hours. To correct this situation capital funding was requested and approved as outlined below.

Capital Projects

Domestic Hot Water Improvement's: An engineer was hired to look at our overall DHW system and recommend improvement options that could be implemented. His design involved adding a 200 gallon holding tank with a circulating pump and new mixing valve. The new layout will give us a redundant mixing valve station so one side can be taken out of service for repair without disrupting the DHW output to the nursing home. This project is scheduled for completion in early 2015.

Deaerator Tank Replacement (DA): The DA tank system was in need of replacement due to its age and overall poor condition. In order to replace the existing DA tank and give uninterrupted service to the nursing home a temporary DA tank was installed outside the boiler room and piped into our systems. The new tank was installed and brought on line in December with removal of the temporary tank scheduled for early January.

Shower Re-tiling / Rebuilds: The remaining five showers have been renovated with new fixtures and tiling. New flooring was also installed in all the adjacent tub rooms.

Window mount AC's: We purchased ten new AC units for the resident rooms to give some level of comfort during the high heat periods.

Road to the wellhead: The road to the wellhead was rebuilt with a culvert added and better drainage contours to allow access for servicing equipment.

Kitchen Freezer: The door on the freezer was replaced.

Energy Assessment: An energy assessment required by the EPA and the State was completed.

Central Storage Room AC: Installed a split / ductless air conditioning system in the central storage room to maintain required levels year round.

Condensate Pump: Replaced the condensate return pump in the boiler room.

Boiler Room Roof: Replaced the lower section of roof over the boiler room, Laundry and Medical Records down to the deck, including new insulation.

Assisted Living Facility

Through the current contract the mechanical contractor replaced compressors on air handling units 2, 4, 5, & 6. MNH Facilities installed magnetic door holders on all 20 apartment doors and tied them into the Honeywell fire alarm system. 8 apartments were patched and painted in 2014. The crew also handles assisting new residents when they arrive with processing all furniture through heat treatment process before it is moved into the apartment.

Waste Water Treatment Plant (WWTP)

In 2014 the WWTP processed 6.766 million gallons of effluent discharge from the MNH, Assisted Living Facility (ALF), WTP and the County Farm. The process requires daily testing and oversight.

Capital Projects

Three Low Dropout (LDO) Replacement Caps were changed.
Upgraded the oxygen sensors to better control the air flow in to the lagoons were installed.

Water Treatment Plant (WTP)

In 2014 the WTP produced 2.184 million gallons of water and the well produced 4.69 million gallons of water which was fed to the 250k holding tank at the top of the hill in back of the nursing home. MNH, ALF, WTP, WWTP and the County Farm use this water. The process also requires daily testing and oversight.

Capital Projects

Chlorine Process Analyzer was put on line to give more accurate chlorine reporting to the EPA
Turbidity Meters (2): handheld were purchased
Raw Water Pump was replaced due to age and wear on the pump
Treated Water Pump was replaced due to age and wear on the pump
Replace Hydrant at Maplewood was replaced along with a new shut off valve
Roof replacement on the Treatment Plant will take place in the spring of 2015

Respectfully submitted,

Bruce Harrison
Facilities Manager
Maplewood Nursing Home
Cheshire County

**Safety Office
Annual Report-2014
Safety Officer**

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

The County continues to maintain an active role in the Greater Monadnock Public Health Network including membership in the Regional Planning Committee and the Healthcare Workforce Group. These groups work hard at All Hazard Planning and through education, exercises and meetings, keep emergency preparedness at the forefront for the region. In May, the Safety Officer participated in an evacuation exercise of Langdon Place of Keene.

Disaster and fire drills were held in accordance with state and local regulations. Education continues in the Safety Department as appropriate. This year's education included education on Points of Distribution, Excel, Access, Animal Sheltering, Life Safety, evacuation devices, and preparing for the adoption of the 2012 Life Safety Code by the Center for Medicaid Services. Training was provided by the Safety Officer for County computer users on "Internet Safety".

The Safety Officer is involved in a team planning and organizing the Cheshire County Employee Health Fair. This year was the first year for inclusion in the "Wellness Committee", a committee devoted to improving health and well-being of employees through hands-on education, educational resources and utilizing wellness dollars awarded by Cigna.

The Workers Compensation and the Temporary Alternative Duty program, managed by the Safety Officer, are current on the compensation process and are in compliance. The County maintained positive low trending for both workers compensation and property-liability claims throughout 2014. Working closely with our insurance company, Primex, benchmarks are set every year to assist in areas that need strengthening. This enables us to develop programs to manage and monitor our progress and continue in our efforts to consistently remain in the highest performers of the insurance companies' peer ranking and rating for lowest number of work related injuries and claims.

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. As stated in NH RSA 24:10, the mission of UNH Cooperative Extension “is to educate people so that they can make informed decisions” that strengthen youth, families and communities, sustain natural resources, and improve the economy.

The local communities have been the center of UNH Cooperative Extension program efforts since its establishment by Congress in 1914. Cheshire 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 county web site: <http://extension.unh.edu/Counties/Cheshire/Cheshire.htm>. 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. Cheshire UNH Cooperative Extension helps individuals improve their health, helps families better manage their time and money, helps communities solve environmental or economic problems, help the food and agricultural industry keep up-to-date with developing technologies, and helps youth become tomorrow’s leaders.

Members of the Cheshire County UNH Cooperative Extension Advisory Council

- | | |
|---------------------------------|-------------------------------------|
| Libby McCann, Westmoreland | Eloise Clark, Keene, Chair |
| Ryan Owens, Walpole, Vice Chair | Susan Lawson-Kelleher, Chesterfield |
| Geoffrey Jones, Stoddard | Beth Hodge, Hinsdale |
| Robert Hamm, Keene | Tina Christie, Alstead |
| Karen Balnis, Richmond | Jane Johnson, Swanzey |
| Holly Gowdy, Walpole | Peter Graves, County Commissioner |
| Theresa Majoy, Richmond | |

Cheshire County UNH Cooperative Extension

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

Cooperative Extension carries out educational programs that address the issues that are most important to Cheshire County citizens. We focus our efforts in four program areas – Food and Agriculture, Forestry and Wildlife, Youth and Family, and Nutrition Connections – and are available to all Cheshire County citizens via traditional classroom seminars, workshops, volunteer trainings, one-on-one site-specific consultations, emails, fact sheets, articles and other forms of media and outreach.

Cheshire County UNH Cooperative Extension Summary of 2014 Educational Programs

Public Workshops / Educational Events	49 events, 1665 attendees
One-on-one Site Visits (forestry & agriculture)	142 visits, 11,423 acres
Community Partnerships & Collaborations	67 collaborations or projects
Assistance to Towns	23 towns
Phone/email/walk-in	2452 contacts
Soil Tests	88 tests
E-Newsletter Distribution	832 households
Afterschool Program Enrollment	800+ total youth
4-H Clubs	20 clubs, 250 youth
Active Volunteers	240 volunteers

**Steve Roberge, Extension Field Specialist
Natural Resources**

One-on-one Consultations – Woodlot Exams

-
- 83 woodlot exams (47 were new to Cooperative Extension)
 - 7,923 acres reviewed
 - 22 landowners/3,018 acres referred to a Consulting Forester

Public Workshops and Talks

-
- 30 events -1065 attendees

Collaborations & Partnerships

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

Other Contacts – Email, mail, phone and office visits

-
- 1,452 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 89% of the county. 388,900 acres are owned privately by an estimated 5,600 landowners. The harvesting of timber from privately owned lands, the consulting foresters overseeing the management and the 50 or so logging operators in the county working on these lands significantly contribute to the area's economy and certainly to the state's forest-based economy. The forests of Cheshire County and the rest of New Hampshire also provide the backdrop for a

healthy tourism and recreation economy which generates considerable revenue for our local businesses and governments. It is crucial for the economic, environmental and social health of Cheshire County and New Hampshire that the 5,600 private forest landowners in Cheshire County take care of their forest resource and make informed decisions.

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

Landowner Contacts, Woodlot Exams & Referrals

-83 properties, 7,923 acres visited by the Cheshire County Forester. 95 individuals participated in these visits. *47 out of the 83 visits were new to Extension.*

-22 Landowners/3,018 were referred to a NH Licensed Forester.

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

A large portion of the time the Cheshire County Forester is the primary contact for landowners interested in managing their forestland. Follow up visits are often required – especially if the landowner applies for grants or “cost-sharing” funds to carry out projects on their property.

Educational programs and outreach intend for landowners to become better stewards of their forestland by increasing their knowledge of their forest resources to make informed stewardship decisions. Part of this educational effort is making landowners aware of the assistance programs available to them for their stewardship needs or for emergency relief. The financial assistance provided to landowners is often the motivating factor that engages them into forest stewardship. Since 2007 I have reviewed 75 forest stewardship management plans and referred 88 landowners to the NRCS for cost-share assistance. This assistance ranges from paying for management plans to installing/rehabilitating forest roads. Applying to these programs suggests landowners understand forest stewardship and are motivated to take action to care for their land.

Other Contacts (email, mail or phone)

1,452 individuals, organizations, communities or businesses were assisted in the area of forest/tree insects and diseases, environmental issues, current use and forest law inquires and other forest resource issues.

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

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

Workshops & Events

-30 *Public Workshops*, tours or events were presented 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.

-1065 *People attended* those events.

Regional Committees & Boards

-NH Licensed Foresters board member (State-level)

-Granite State Division Society of American Foresters Continuing Education Chair (State-level)

-Southwest Regional Planning Commission Natural Resources Advisory Comm. (County-level)

-New Hampshire Tree Farm Program County Chair (County-level, Cheshire & Sullivan)

Collaborating/Partnering Agencies, Organizations, etc.

-Andorra Forest - Stoddard NH

-Cheshire County Conservation District

-Cheshire Medical Center

-City of Keene

-Farm Service Agency

-Granite State Division Society of American Foresters

-Harris Center for Conservation Education

-Keene High School

-Monadnock Conservancy

-National Wild Turkey Federation

-Natural Resources Conservation District

-NH Department of Agriculture

-NH Department of Environmental Services

-NH Division of Forests and Lands

-NH Farm & Forest Expo

-NH Fish and Game

-NH Timberland Owners Association

-NH Tree Farm

-Project Learning Tree

-Southwest NH Regional Planning Commission

-Town of Alstead

-Town of Chesterfield

-Town of Swanzey

-Town of Troy

-US Forest Service

-Yale University School of Forestry & Environmental Studies

Contacts with Professional Foresters, Logger, etc.

- (forester) – Timber bid, mapping, invasives
- (f) – Timber sales, EQIP project
- (f) – Timber sales, tree farm inspections
- (f) – Sugar Maple silviculture, timber sale, sugaring operations
- (f) – Online soil mapping
- (f) – Arcview review, FLEP project
- (f) – Cost share, timber stand improvement
- (f) – Cost share, forest management & easements, invasives, wildlife habitat management
- (f) – Cost share, NH Forest Stewardship requirements
- (f) – Cost share
- (f) – Salvage operations
- (f) – Management at the Yale-Toumey Forest
- (f) – Pisgah Meeting
- (f) – Silviculture at Andorra Forest
- (ecologist) – Mapping, Aerial Photos
- (logger) – Meeting
- (land trust) – Forest Stewardship, Management Plan Review, Post-Timber Harvest Review
- (lt) – Sugarbush management guidelines

**Carl Majewski, Extension Field Specialist
Food and Agriculture**

With over 12,000 acres of cropland and over \$12.3 million in sales in products, agriculture has a strong presence in Cheshire County. There is also a large – and growing- segment of the population that is interested in raising vegetables, fruits, and/or animals for home food production. Programs in Agricultural Resources teach the skills and provide the information that enables both farmers and homeowners to produce crops efficiently and profitably, and to practice responsible land stewardship, which in turn helps them remain economically and environmentally viable.

There were a wide variety of programs in 2014 for both commercial farms and for non-farming homeowners, with a total of 350 participants. There were workshops on animal husbandry, on-farm nutrient management, forage crop production, all focusing on current production practices and current research. In the field, there were farm-scale experiments and demonstrations evaluating new forage crops, and evaluating methods to determine fertilizer needs more accurately. The non-farming public attended workshops throughout the county that taught effective (and environmentally friendly) gardening practices, backyard animal husbandry, home food preservation, pruning techniques, and pest management.

Activities

- ◆ 49 site visits to farms in the county, some with Extension Specialists in Dairy, Vegetable Production, Greenhouse Horticulture, Food Safety, and Ag Business Management.
- ◆ Handled 683 calls, emails, and walk-in visits from the general public on various gardening and home environment issues.

- ◆ Collaborated with Cheshire Conservation District in showcasing a system for handling barnyard runoff on a dairy farm in Walpole, and holding an Equipment Field Day to showcase and demonstrate the use of soil conservation equipment available to area farms.
- ◆ Collaborating with Antioch University's Community Garden Connections program, held several sessions introducing basic gardening concepts to first-time gardeners, and a tree fruit pruning demonstration at the Maplewood Demonstration Garden in Westmoreland.
- ◆ Held a Joint NH/VT/MA Fruit Growers' meeting in Walpole, featuring specialists from UNH, UMass, and UVM.
- ◆ Conducted a field trial on a Walpole dairy farm to evaluate use of small grains as forage crops in alternative crop rotations.
- ◆ Held a boom sprayer calibration workshop
- ◆ Held a twilight meeting focusing on grape production at an area vineyard
- ◆ With Extension Dairy Specialists Mike Lunak, held workshop on organic dairy production

SELECTED IMPACTS

- ◆ In 2014, approximately 600 acres of field corn are grown with cover crops in Cheshire County, an increase of nearly 400 acres since 2009. Research indicates that using small grains to provide winter cover prevents approximately 50 pounds of nitrogen per acre from leaching through the soil, so the present cropping practices conserve some 3000 pounds of nitrogen that might otherwise find its way into surface and ground water. Additionally, by conserving this nitrogen farmers save an estimated \$1800 in fertilizer costs.
- ◆ After attending one of the fall crop meetings and observing one of his neighbors, a dairy farm is planted 150 acres - approximately half of their corn acreage - to winter triticale in the fall of 2013 for winter forage in an attempt to increase their inventory of high-quality haylage. Forage yields this spring averaged approximately one ton of dry matter per acre, or, nearly four hundred tons of harvested feed; forage analyses indicate that crude protein, energy, and digestibility were high, although ash content was unacceptably high, probably due to harvesting techniques. After harvesting, the farm planted corn using no-till techniques, and is looking at re-establishing winter grains after corn harvest. The combination of improved winter cover (previously, the farm rarely, if ever, provided any kind of winter cover on corn ground) and no-till planting should reduce soil erosion significantly, and the increased crop residue and reduced tillage should improve soil quality.
- ◆ A farm that started cooperating with another nearby dairy operation three years ago to start feeding forage from small grains as an alternative to the haylage they had been purchasing reports that the move has decreased their forage feeding costs \$30-40 per day, or approximately \$12,700 annually.
- ◆ Seventeen people attended a sprayer calibration workshop in April. By calibrating their equipment, these producers stand to use less pesticide on their crops, decreasing both their input costs and the amount of pesticide in the environment.
- ◆ Five Cheshire County farms learned about safe and responsible pesticide use, and have become licensed applicators.

**Christine Parshall, Program Associate
Nutrition Connections**

Nutrition Connections consists of two federal nutrition initiatives, **EFNEP** (Expanded Food and Nutrition Education Program) and **SNAP-Ed** (Supplemental Nutrition Assistance Program Education), whose missions are to provide education to low-income audiences in the areas of nutrition, food budgeting/shopping, cooking, and food safety.

Working with Youth

Nutrition Connections programs for youth remained strong this year, with an enrollment of 422 children. Most were between the ages of 4 and 12, with the remaining few in their teens. Programs for youth are always group lesson series, occurring in eligible schools and out-of-school programs during the summer and school year. By far the most popular activities in youth programs are preparing and tasting new foods, as well as nutrition themed games.

Teacher Changes

- Offering more healthy food choices.
- Improved hand washing and food safety.
- Eating breakfast more often.
- More willing to try new foods.

Student Changes Observed by Teachers

- Greater awareness of healthy choices.
- More students take fruit that is offered at snack time.
- Improved hand washing.
- Making healthier snack choices.
- More willing to try new foods.

Youth Program Locations

- Hinsdale School
- Troy School
- Gilsum School
- Winchester School
- Jaffrey Head Start
- Ashuelot Head Start
- Forest View Apartments Community Center, Keene

Working with Adults

Fifty-four adults participated in Nutrition Connections programs this year. Of these, roughly three fourths were enrolled in a lesson series. By far the most popular programs were Cooking Matters classes. These programs were held at the Community Kitchen, Jaffrey Head Start, Swanzey Head Start, and Winchester School. One additional group lesson series was held in a private home in Winchester. In addition, eleven participants received home visits, sometimes in combination with group lesson programs. These included households in Keene, Winchester, Marlow, and West Peterborough (just over the Dublin town line). Several more individuals participated in workshops held at Keene Housing locations.

A new program was offered this year, in collaboration with WIC and Cooking Matters. Two grocery store tours for WIC parents were held, one at Hannaford's in Keene and one at Kulick's Supermarket in Winchester.

When participants were asked to share one thing they learned from Nutrition Connections, here is what they said...

“The unit price of bagged lettuce vs. head lettuce was twice the price.”

“To read the package for sugars and make sure they say 100% whole wheat.”

“Different recipes. Different ways to cook”

“To compare the price of different sized packages.”

“Try to stick to my paper [shopping] list.”

“I try to eat a little bit healthier and I am introducing whole grains to my daughter.”

With a special emphasis on reaching households with children, and enrolling participants in a lesson series rather than discrete workshops, fewer adults enrolled in and completed a program than in 2013. There are a variety of challenges in reaching parents and seniors, including:

- **Less availability for home visits.** This may be due to work schedules, other family obligations, or less interest in home visits.
- **Involvement with multiple agencies.** Nutrition education sometimes takes a back seat to work families are doing to meet other needs.
- **Lack of transportation to group sessions.**
- **Frequent family illnesses.**
- **Unexpected family crises that interrupt programming.**
- **Identifying successful collaborations which bring in *only* target audiences.** Nutrition Connections serves income eligible households with children and senior households.

Outreach and Collaboration

Many efforts were made to reach target audiences. Ongoing outreach to and collaboration with local agencies helps to spread the word about Nutrition Connections in Cheshire County. In addition, the Smart Choices newsletter is distributed to SNAP recipients throughout the state, adding to our educational and outreach efforts.

Community Partners

- Head Start
- WIC
- RISE, for Baby and Family
- Keene Housing
- Cheshire Medical Center
- In Shape
- The Community Kitchen
- Cheshire County Conservation District
- Monadnock Community Garden Coalition
- Advocates for Healthy Youth
- Monadnock Farm to Community Coalition
- Keene Department of Human Services
- 50% School Lunch Enrollment Schools: Winchester, Hinsdale, Troy, Franklin, Wheelock, Gilsum
- Keene Shelter Programs
- Healthy Monadnock 2020
- Winchester A.C.C.E.S.S.
- KSC Dietetic Internship

Measuring Success

Throughout the year we gather feedback from our graduates in order to determine what they have learned and what is most helpful to them in our programs. Pre and post survey data is also collected for most participants and is compiled at the statewide level. For more information about these statistics, please refer to our most recent Nutrition Connections Annual Report for 2014 to be distributed later this year.

Comments from Teachers...

"During snack time children discuss if they have a healthy snack or not."

"Loved the interaction and the student involvement."

"Great exposure to new foods!"

Andrea Sawyer, Extension Field Specialist Youth and Family

The 4-H Positive 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. *"Over the past seven years, 4-H has helped me gain many valuable skills. The skills that 4-H has taught me are; having more self-esteem, gaining confidence, making many new friends, being able to be a good leader, communication skills, and not being afraid to ask questions. Also with these skills, I have had many opportunities "Cheshire County Youth*

- 200 volunteers provided over 5,000 hours, reaching youth to help them build life skills, leadership and citizenship skills. The cost benefit to Cheshire County is \$ 111,300 based on the Independent sector volunteer value per hour.

"I choose to volunteer because I want to help make a difference in the lives of youth, help to create an opportunity for them and ultimately to see others succeed. I acknowledge 4-H for most of my success. I truly believe that I am who I am today because of my involvement in 4-H and agriculture. "Cheshire County Volunteer"

- Over 2000 hours were spent by youth and adults completing over 50 community service projects giving youth opportunities to experience "making a difference" for others in their communities.

- 75% 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.

"You have given us all so much to take with us on our journey of life. I think I can speak for the whole club when I say that we have learned to be better people through your kindness and generosity. Not only have we become better people, but better members of our community. It has been heartwarming to see myself and all the other 4-H'ers change for the better throughout the last few years and it was all because of you." Cheshire County Youth in a letter to a Volunteer

Research has shown that youth development results from carefully planned elements that influence a child's development. National 4-H uses a model that strives to meet the four basic needs of youth: mastery, belonging, independence, and generosity. These areas parallel the traditional four H's – head, heart, hands, and health. The Cheshire 4-H program strives to include these elements in its programs to help youth develop the critical skills necessary for their future success. Adults who work with youth within 4-H clubs or in school, or after school programs are taught this model.

INDEPENDENCE (Head) - Youth need to make thoughtful decisions, accept responsibility, exercise self-discipline, and move toward independence. They need to know they are able to influence people and events through decision-making and actions.

- 117 members participated in communication events at 4-H Day with 28 selected to go to State Activities Day. At State Activities Day, 6 members won their division, and 10 were selected to go to Eastern States Exposition (ESE) in W. Springfield, MA. One member was selected to participate in the National Horse Communication Contests. Judges reported that 4-H youth are more likely than other youth to display strong communication skills, poise and self-confidence.
- 95% of members completed and exhibited project work.
- 4 youth served on the 4-H Council, one as chair, one teen was elected to NH Teen Council.
- One volunteer serves on the State 4-H Advisory Council.
- One volunteer serves on the State 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, leading activities for younger members and assisting with presentation of awards.
- The 4-H Kitchen at the fair serves not only as a fundraiser for the Cheshire 4-H Council, but also as hands-on experience in applying workforce skills. Over 250 youth members and adults (including some Extension Council members and State Legislators) volunteering over 700 hours raised over \$5000 over the 5 days of the fair. Two teen and 5 adults served as key leaders, supervising shifts, managing inventory, and troubleshooting.
- Horse members practiced marketing skills while participating in the ads campaign for the horse program, raising \$6000 for 4-H horse activities.

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. These provide a foundation for life-long participation in family, community and work environments.

- There were 50 4-H leaders who reported an average of 250 hours each of direct involvement with club members. 20 volunteers served in middle management roles. 30 new leaders were recruited, screened, and oriented. More than an additional 120 volunteers assisted with club and county activities, averaging 30 hours each. 240 youth were enrolled in 18 different 4-H clubs. Two new clubs were organized and there were 60 new members. 90% of youth completed their project and club work.
- 25 volunteers judged at 4-H Day which is our communications event, 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.

*“While in 4-H, I held projects in leadership, community service, and dairy. I represented New Hampshire 4-H at local, state, and national events. After aging out of 4-H, I decided to become a volunteer. I wanted to give back to the program what I had gotten out of it. 4-H teaches life skills that are comparable to no other youth program. 4-H taught me to be a hardworking, responsible, confident, person. My experiences in 4-H created lifelong friendships that I could never find in school; 4-H’ers are united wherever you go.
“Cheshire County Volunteer*

GENEROSITY (Hands) - Youth need to feel they are connected and contributing members of their peer group, family, school and community. They need to realize they live in a global community which requires awareness and compassion for others. Bringing together individuals of different ages and diverse backgrounds strengthens a community's efforts to address issues.

- 80% of youth did a record, resume, or scrapbook documenting their 4-H work.
- 18 4-H Clubs reported doing Community Service projects; some clubs accomplished more than one. 30 Cheshire County members did individual Community Service Learning projects. Other projects included: Christmas support for various charities, food collecting, helping at community events including Pickle Festival and Strolling of the Heifers, community flower planting, animal visits to elderly or youth with disabilities, community food kitchen assistance, animal rescue and humane society assistance, making wreaths for shut ins, baking and delivering Valentines Cookies to the elderly, participating in the Relay for Life, cleaning a church, adopting a family for the holidays, coat drive, SMS School Food Pantry, and flowers to residents of Maplewood.

MASTERY (Health) –The subject matter taught in 4-H projects is the foundation enabling 4-H youth to master skills and explore possible careers. 4-H volunteers utilize quality research-based content in providing opportunities for youth to learn.

Quiz bowls provide 4-H members with the opportunity to increase the knowledge level about a certain subject or area of emphasis. It teaches young people to observe, evaluate, compare and make sound decisions. It also allows members to conduct an in-depth study of a project, while learning research skills and study habits.

- 8 horse members competed in the State Horse Quiz Bowl.
- 30 dairy members compete in the Dairy Quiz Bowl contest and Cheshire County had the high individual of the senior and junior dairy contests. In addition, one Cheshire County member was the third high individual of the Eastern States Dairy Quiz Bowl.

Judging gives youth an opportunity to gain knowledge about the project area while developing life skills they can carry into the future. Youth learn how to make decisions in a timely manner, the importance of note taking and critical observation skills relative to picturing the ideal animal in their mind, and comparing and contrasting a group of four animals of like age. Youth do not just rank the animals they like, they must also explain to judges why they placed the animals the way they did. Communicating in the judging competition is called oral reasons. Youth also gain self-esteem, every time they get in front of a judge and show confidence in the way they place the animals they just judged. 4-H members involved in judging will be developing life skills, of decision-making, communication, and self-esteem, which will aid them in real life situations.

- 9 Horse members attended the State Horse judging contest. Four members placed in the top 5 of the junior and senior contests.
- 8 Dairy members attended the State Dairy Judging Contest. 6 were selected to participate at Eastern States Exposition in the Dairy Judging Contest. 2 members from Cheshire County placed third and eighth in the overall individual category. The coach of the dairy judging team is a volunteer from Cheshire County.

Showing 4-H projects provides many learning opportunities and rewarding experiences for the exhibitor and his/her families. The objective of animal science projects is to develop life skills.

4-H members make selection decisions 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.

- 150 Youth participated in Cheshire Fair showcasing their projects in the exhibit building as well as showing their animals.
- 4-H Horse Field Days was held with 40 youth participating. 5 youth were selected to participate in the state horse show. One driver, and one rider was selected to go to Eastern States Exposition.
- 25 Cheshire County 4-H'ers attended State Dairy Show in Cornish NH. Ten members qualified for Eastern States Exposition. At Eastern States Exposition three Cheshire county members finished in the top ten of the Dairy knowledge exam. Five Cheshire county members won best bred and owned awards at Eastern States. Three Cheshire County members competed in the grilled cheese contest, and won the overall award for that contest. Four volunteers from our county helped chaperone the event.
- Nine 4-H members in the beef project attended Eastern States, along with three chaperones from Cheshire County. Cheshire County had a member who was overall showman as well as grand champion heifer, and a member with a highly commendable steer.
- One Cheshire County member attended Eastern States with their sheep and won the lead line contest.

The 4-H program provides youth with opportunities to develop and practice critical leadership skills. At the local level members have the opportunity to work as club officers. 4-H offers teen members additional leadership development opportunities through conferences and events at the state and national levels.

- Three Cheshire County youth and one volunteer attended National Dairy Conference in Madison, Wisconsin. Selection was based on a resume, interview, and their knowledge of the dairy industry.
- 5 teens were selected for State Achievement Awards. 1 teen was selected for a National Achievement Award, and one teen was also selected to attend National 4-H Congress.
- 18 youth attended State Teen Conference, 10 were provided full scholarships and 5 half scholarships by the 4-H Council. The State Teen Conference was attended by over 200 teens. Three volunteers and one teen interviewed the 4-Hers for this event. One teen was on the State 4-H Teen Council which helped plan the event.

“The life skills that I gain from 4-H are invaluable to me. I have learned many characteristics that will help me be ahead of everyone else in life. It has provided me with heightened senses of responsibility, respect, tolerance, compassion, and leadership. These things aren’t just going to help me get into a great college or find a good job, but will help me with all my future endeavors, and for that I am grateful.” Cheshire County Youth

Afterschool Programming: UNH Cooperative Extension continues to work in Afterschool Programs in Cheshire County. This year we have worked with thirteen sites, and have trained six staff members. Trainings have included: STEM programming, Microwave Magic kit use, Experiential Learning, and Life Skill development. We have also provided assistance with evaluation and program environment. Sites that we are currently working with include: Keene Project Keep, Hinsdale, Winchester ACCESS, Jaffrey/Rindge, ACES 93 (Swanzey, Troy, Fitzwilliam), and Nelson. Currently there are over 300 youth in Afterschool programs using 4-H Curriculum.

Cheshire County Conservation District – 2014 Annual Report

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

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

Supervisors

Bill Fosher, Chair - Westmoreland
Lisa Davidson Grashow - Keene
Richard Mellor - Rindge
Andy Pressman, Vice Chair - Jaffrey
John Treat, Treasurer - Keene

Associate Supervisors

Chris Bowen - Swanzey
John Baybutt - Nelson/Roxbury
Tom Beaudry - Walpole
Amy Bodwell - Roxbury
Rod Bouchard - Alstead
Holly and Chris Gowdy - Walpole
Emily Hague - Keene
Tracie Loock - Fitzwilliam
Tara Sad - Walpole
John Snowdon - Westmoreland
Pete Throop - Keene

CCCD Staff

Sharlene Beaudry, Administrative
Amanda Littleton, District Manager

NRCS Staff, Walpole Field Office

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

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

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.

2014 Highlights

The CCCD reached out to over 2,000 individuals in 2014 with programs regarding resource conservation & farm viability. If you are interested in learning more or have suggestions for future programming please don't hesitate to contact the CCCD office.

NRCS Farm Bill Program Workshops & Demonstration Projects

Each year the conservation district works alongside their partner the Natural Resources Conservation Service to assist landowners on the voluntary conservation of natural resources on their land. This is accomplished by providing administration of the technical and financial assistance that enables good stewardship of the soil, water, air, wildlife, and related natural resources. This year workshops were offered on how landowners can apply for financial and technical assistance from NRCS through the 2014 Farm Bill —workshops included— Soil Health Management, Cover Crops, No Till Farming, and Equipment Demonstrations, and Forestry Best Management Practices. 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 Equipment Rentals and Education

In 2014 the Conservation District further developed its Soil Health Equipment Rental program to help producers meet their soil health goals. Going into the year we had the following available: no-till seeder, single shank subsoiler, penetrometer, and roller crimper. Based on requests from our region's farms and with the support of the NH USDA NRCS and the NH Charitable Foundation we were able to add an aerator and wood ash and lime spreader to our rental program. The CCCD also offered workshops and demonstrations on cover cropping, no-till farming, and erosion control. Joel Myers, agronomist and no-till expert from Pennsylvania came up to discuss no-till farming equipment with producers in NH.

Improving Water Quality Boggy Meadow Farm Milkhouse Waste & Barnyard Runoff Project

The CCCD entered a partnership with Boggy Meadow Farm, a dairy farm adjacent to the Connecticut River in Walpole, NH to install a milk house waste and barnyard runoff solids separation system large enough to accommodate their needs while preventing milk house waste from entering the Connecticut River. The goal of this project is to protect water quality and demonstrate best management practices for agriculture. This project is funded by the NH State Conservation Committee.

Source to Sea River Clean Up

On October 4th and 10th a large group of enthusiastic volunteers pitched in to help clean up the Ashuelot River in Keene and Swanzey and Beaver Brook and the Branch River in Keene as part of the Connecticut River Watershed Council's "Source to Sea Cleanup". 150 volunteers pulled over 3,700 lbs. of trash from the three water bodies!

There were many Keene State college students, faculty, and staff as well as a contingent of students and staff from the Keene High School. They were joined by a number of other individuals from throughout the region. This event is made possible with the partnership of The City of Keene, The Ashuelot River Local Advisory Council, Moosewood Ecological, and Keene State College. We would also like to thank the Mountain Corporation of Keene for their generous donation of t-shirts for volunteers.

Cheshire County Skidder Bridge Initiative

In 2014 the conservation district continues to rent skidder bridges to land owners and managers that are interested in making stream crossings to preserve water quality during a timber harvest. This is made possible through funding from the NH State Conservation Committee. This service would not be possible without strong and committed partners including UNH Cooperative Extension and Andorra Forest.

Improving Wildlife Habitat

Cheshire County Pollinator Initiative

In 2014 the CCCD launched the Cheshire County Pollinator Initiative. Pollinators are vital to ecosystems and the agricultural economy, but unfortunately they are in decline as a result of habitat loss.

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

Falls Brook Aquatic Organism Passage

In partnership with the Town of Swanzey, Trout Unlimited, The Harris Center, USDA NRCS, USFWS, and NH Fish & Game the CCCD has secured funding through NHDES for the replacement of the 2nd priority culvert in the Ashuelot River Watershed that will open up 10 miles of upstream habitat.

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

Conserved Farmland Access Project

In partnership with the Monadnock Conservancy, Land for Good, UNH Cooperative Extension, regional farmers and conservation landowners the CCCD kicked off a project to explore challenges & opportunities with getting more conserved farmland in the region back into production. This work is funded through the USDA SARE.

Cheshire Grows

In 2014 the CCCD continued the 2nd year of a two year project with a goal of increasing the dollar value of direct marketing sales for farms in Cheshire County NH. This was done through a Buy Local Campaign: purchasing \$40,000 of print and radio advertisements, creating a farm guide and interactive online map, offering a series of 8 workshops of professional development to farmers to increase their marketing abilities, and offering educational workshops and cooking demonstration of seasonal food to low/moderate income families. The CCCD is working with the County of Cheshire NH, The Hannah Grimes Center, Antioch University New England, and Nebesek Marketing and Communications and is funded by the USDA Farmers Market Promotion Program.

Double Up Veggie Bucks

In 2014 we strengthened our partnership with the Farmers' Market of Keene to double supplemental nutrition assistance program or SNAP benefits (food stamps) for up to \$10 every market day. We also brought on the Walpole Farmers' Market as a second location where SNAP benefits can be doubled. Thus far in 2014 \$7,500 double up dollars have been distributed and 127 SNAP customers went to the Farmers' Market for the very first time to utilize this program. Funding is made available through the NH Dept. of Agriculture Markets and Food through a USDA Specialty Crop Block Grant and the Wholesome Wave Foundation.

Monadnock Menus - Farm to Institution Initiative

Monadnock Menus offers weekly aggregation and distribution of local farm fresh food to wholesale food buyers such as schools, institutions, and businesses. 2014 was our first full year of sales after a successful pilot year and we were able to surpass our sales goals and are now at \$57,000 in sales to date. We have 25 farms and food producers participating as well as 15 registered buyers. There is an easy to use web-based ordering platform that takes the barriers out of buying local. In 2015 we will continue with a development year for Monadnock Menus - strengthening relationships with existing participants and bringing on new buyers. Partners on this initiative include Westminster Organics and Food

Connects. Funding is provided by the USDA Rural Development's Rural Business Enterprise Grant Program.

Cheshire County Complex—Maplewood Garden

In 2014 the County of Cheshire strengthened their partnership with Antioch University New England's Community Garden Connections (CGC) program. The CGC brought the Maplewood Garden back into production and donated all of the food raised (over 2,000 lbs.) to the Community Kitchen. This partnership will continue into 2015 along with educational opportunities at the site.

Monadnock Localvores

In 2014 this group offered 8 workshops on everything from Maple Sugaring to Cheese Making. The Localvores also offered scholarships to summer farm camp to 27 children through the Jeffrey P. Smith Farm Scholarship. This is a partnership with the Hannah Grimes Center, the CCCD, and committed volunteers.

Educational Events

High Bio-nutrient Crop Production & Managing your Farm for Profit - NOFA NH offered these trainings for farms with the CCCD that featured speakers Richard Wiswall and Dan Kittredge

Ecological Landscaping & Rain Gardens - In partnership with Moosewood Ecological and UNH Cooperative Extension these workshops for gardeners were offered.

Planting and Pest Management Workshop and Backyard Mushroom Demonstration - With UNH Cooperative Extension and Wichland Woods the CCCD offered educational workshops at our annual plant sale pick up at Alyson's Orchard.

Annual Local Work Group Meeting - The CCCD in partnership with Sullivan CCD hosts an annual opportunity for stakeholders in the field of farm and forestland conservation to come together and share feedback on Farm Bill programs with the NRCS local and state leadership.

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

Organizational Membership

- Antioch Community Garden Connections - Advisory Committee
- Conservation District Employees Association of New Hampshire
- Food Solutions New England - NH Food System Strategy Team
- Monadnock Conservancy - Stewardship Committee
- Monadnock Farm and Community Coalition - Board of Directors
- Monadnock Sustainability Network - Board of Directors
- National Association of Conservation Districts
- New Hampshire Association of Conservation Districts

· Southwest Region Planning Commission - Natural Resources Advisory Committee

Fundraising

The CCCD Board of Supervisors conducted an annual appeal and offered 3 fundraisers during 2014 to provide additional funds for CCCD programs.

- Bulk Seed Sale
- Conservation Plant Sale
- Flowering Bulb Sale

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

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

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



Grants Department Annual Report 2014

The County had a successful year in grants. A total of 39 grants (\$4,111,029) were active during the year, of which 9 were federal, 24 were pass-through federal funds to the state, 3 were state grants and 3 were private grants. 22 grants allowed administrative fees that totaled \$84,024 in 2014. The year ended with 22 grants active; 17 new grants were added or renewed during 2014 and 17 grants closed.

In the first half of the year, Cyndi Desrosiers managed the department and I took over in late June. Cyndi's impressive grant searching and writing skills gave me plenty of grant contracts and activity to get caught up on and I'm still continuing to learn about the existing grants and get organized.

At the end of 2014, the Federal government introduced universal guidelines for grants and as a result of the new guidelines, I have been working quickly to bring us into compliance with policies and procedures such as a new template for our subcontractors, a policy for food purchases with grant funds, a form and procedure for timekeeping for personnel funded by grants, and a form for salary allocations on grants. In the coming months I will be working on our Equal Employment Opportunity Plan and a policy for citizens with limited English proficiency to access county services.

In the fall the County launched the System of Care grant, established the planning team, and hired a project manager. During 2015, we can expect exciting progress to be made in assessing the mental health system for youth and planning for an integrated system of care.

Total Grants:	\$ 4,111,028.96	39	100%
Grants with Allowable Admin:	\$ 84,023.61	22	56.4%
County Grants:	\$ 2,287,795.85	21	53.8%
Non-county Grants (fiscal agent):	\$ 1,823,233.11	18	46.2%
Federal Grants:	\$ 1,738,237.85	9	42.3%
Federal Pass Thru NH:	\$ 2,231,195.51	24	54.3%
State of NH:	\$ 94,914.00	3	2.3%
Private:	\$ 46,681.60	3	1.1%
Active:	\$ 3,101,437.66	22	75.4%
Closed in 2014:	\$ 1,009,591.30	17	24.6%
New in 2014:	\$ 811,394.63	17	19.7%
<i>As of 12/31/14</i>			

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

Area Code 603

COUNTY OF CHESHIRE, NEW HAMPSHIRE

Financial Statements

With Schedule of Expenditures of Federal Awards

December 31, 2014

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**

Schedule of Findings and Questioned Costs

**COUNTY OF CHESHIRE, NEW HAMPSHIRE
FINANCIAL STATEMENTS
December 31, 2014**

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**COUNTY OF CHESHIRE, NEW HAMPSHIRE
FINANCIAL STATEMENTS
December 31, 2014**

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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, 2014, and the related notes to the financial statements, which collectively comprise the County's basic financial statements as listed in the table of contents.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express opinions on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinions.

Opinions

In our opinion, the financial statements referred to above present fairly, in all material respects, the respective financial position of the governmental activities, each major fund, and the aggregate remaining fund information of the County of Cheshire, New Hampshire, as of December 31, 2014, 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, and the schedule of funding progress for other post-employment benefits on pages i-ix and 28-31 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplementary information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Supplementary Information

Our audit was conducted for the purpose of forming opinions on the financial statements that collectively comprise the County of Cheshire, New Hampshire's basic financial statements. The accompanying schedule of expenditures of federal awards, as required by Office of Management and Budget Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*, is presented for purposes of additional analysis 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 May 1, 2015 on our consideration of the County of Cheshire, New Hampshire's internal control over financial reporting and on our tests of its compliance with certain provisions of laws, regulations, contracts, and grant agreements. The purpose of that report is to describe the scope of our testing of internal control over financial reporting and compliance and the results of that testing, and not to provide an opinion on

internal control over financial reporting or on compliance. That report is an integral part of an audit performed in accordance with *Government Auditing Standards* in considering the County of Cheshire, New Hampshire's internal control over financial reporting and compliance.

Vachon Clukay & Company PC

Manchester, New Hampshire
May 1, 2015

**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, 2014. 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 2014 are as follows:

- The County's net position for year-end was \$26,662,917 an increase of \$1,516,020 which represents a 6.03% increase over 2013 from \$25,146,897.
- At the end of the current year, the County's governmental funds reported a combined ending fund balance of \$8,122,590 a decrease of \$379,473 from the prior year balance of \$8,502,063. Of this amount, \$4,349,408 is available for spending (unassigned).
- At the end of the current year, unassigned fund balance for the General Fund was \$4,349,408, which represents a .44% increase from the prior year balance of \$4,330,252.

OVERVIEW OF THE FINANCIAL STATEMENTS

This annual report consists of a series of financial statements. These statements are organized so the reader can understand the County as a financial whole or as an entire operating entity. The statements also provide a detailed look at specific financial conditions.

The County's basic financial statements are comprised of three components:

1. Government-wide financial statements
2. Fund financial statements
3. Notes to the financial statements.

This report also contains other supplementary information in addition to the basic financial statements themselves.

GOVERNMENT-WIDE FINANCIAL STATEMENTS

The Government-wide financial statements are designed to provide readers with a broad overview of the County's finances, in a manner similar to a private-sector business.

STATEMENT OF NET POSITION AND STATEMENT OF ACTIVITIES

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

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

The change in net position is important because it tells the reader whether, for the County as a whole, the financial position of the County has improved or diminished. However, in evaluating the overall position of the County, non-financial information such as changes in the County's tax base and the condition of the County's capital assets will also need to be evaluated.

In the statement of net position and the statement of activities, the County is presented as one activity:

- **Governmental Activities**—All of the County's programs and services are reported here, including General Government, Public Safety, Human Services/Medicaid Expenses, Assisted Living Facility, Conservation and Economic Development as well as The County Nursing Home. These services are funded primarily by taxes and intergovernmental revenues, including federal and state grants and other shared revenues. The Nursing Home does generate a substantial amount of revenue in charges for services but does require funding by taxes as well.

FUND FINANCIAL STATEMENTS

A fund is a grouping of related accounts that is used to maintain controls over resources that have been segregated for specific activities or objects. The County, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance related legal requirements. The funds of Cheshire County can be divided into three categories: governmental funds, proprietary funds, and fiduciary funds. Fund financial statements provide detailed information about the County's major funds. Based on the restriction on the use of moneys, the County has established many funds that account for the multitude of services provided to our residents. In 2014, the County has determined the General Fund and the ARRA Fund to be major governmental funds.

GOVERNMENTAL FUNDS—Governmental funds are used to account for essentially the same functions reported as governmental activities on the government wide financial statements. Most of the County's basic services are reported in these funds that focus on how money flows into and out of the funds and the year-end balances available for spending. These funds are reported on the modified accrual basis of accounting that measures cash and all other financial assets that can be readily converted to cash. The governmental fund statements provide a detailed short-term view of the County's general government operations and the basic services being provided, along with the financial resources available.

Because the focus of the governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities on the government wide financial statements. By doing so, readers may better understand the long-term effect of the government's short term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures, and changes in fund balances provide a reconciliation to facilitate this comparison between governmental funds and governmental activities.

The County maintains a multitude of individual governmental funds. Information is presented separately on the governmental fund balance sheet and on the governmental fund statement of revenues, expenditures, and changes in fund balances for the major funds, identified earlier as the General Fund and the ARRA FMAP Fund. Data from the other governmental funds, which includes Hemenway Fund, Deeds Surcharge, Sheriff's Forfeiture Fund and Grant Funds are combined into a single, aggregated presentation.

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

PROPRIETARY FUNDS—The County has one proprietary fund. The County uses an internal service fund for its self-funded Health and Dental Insurance account.

FIDUCIARY FUNDS—Fiduciary funds are used to account for resources held for the benefit of parties outside the County. Fiduciary funds are not reflected on the government-wide financial statements because the resources from those funds are not available to support the County's programs. The accounting method used for fiduciary funds is much like that used for the proprietary funds. The County's agency funds account for the Sheriff's Escrow, Registry of Deeds, Nursing Home Resident Funds 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 Funds actual revenues and expenditures as compared to the legally adopted budget.

GOVERNMENT-WIDE FINANCIAL ANALYSIS

County assets exceeded liabilities and deferred inflows of resources by \$26,662,917 as of December 31, 2014. This is an increase in net position, of \$1,516,020 from 2013.

Cheshire County, New Hampshire Net Position
As of December 31, 2014 and December 31, 2013

	Governmental Activities	
	2014	2013
Current and Other Assets	\$ 14,713,873	\$ 13,672,922
Direct Financing Lease A/R	910,065	1,082,640
Note Receivable	750,000	750,000
Capital Assets, Net	41,668,020	41,961,475
Total Assets	58,041,958	57,467,037
Current Liabilities	7,063,628	5,613,049
Non current Liabilities	24,142,773	26,286,877
Total Liabilities	\$ 31,206,401	\$ 31,899,926
Deferred Inflows of Resources		
Unearned Revenue	\$ 172,640	\$ 420,214
Net Position		
Net Investment in Capital Assets	16,291,143	14,602,119
Restricted	741,009	1,752,365
Unrestricted	9,630,765	8,792,413
Total Net Position	\$ 26,662,917	\$ 25,146,897

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

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

infrastructure). The figure presented (\$16,291,143) is net of any related debt incurred to acquire those assets and represents 61.10% of total net position. 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 (\$741,009 or 2.78%) represents resources that are subject to restrictions on how they can be used. For Cheshire County, those restrictions include those related to limitations imposed by statutes governed by the State of New Hampshire and unexpended proceeds from bonds, grants, and restricted donations.

The remaining portion (\$9,630,765 or 36.12%) represents the part that may be used to meet the County's ongoing obligations to citizens and creditors without constraints established by debt covenants, enabling legislation, or other legal requirements (unrestricted).

The next statement provided shows the changes in the net position for 2013 and 2014.

Cheshire County, Changes in Net Position		Governmental Activities	
	2014	2013	
Revenues:			
Program Revenues			
Charges for Services	\$ 12,729,159	\$ 12,131,515	
Operating Grants and Contributions	5,194,279	4,847,357	
Capital Grants and Contributions	<u>212,723</u>	<u>417,240</u>	
Total Program Revenues	<u>18,136,161</u>	<u>17,396,112</u>	
General Revenues			
Property Taxes	23,121,054	23,122,637	
Interest and Investment	16,832	2,392	
Other	<u>297,892</u>	<u>1,363,415</u>	
Total General Revenue	<u>23,435,778</u>	<u>24,488,444</u>	
Total Revenues	41,571,939	41,884,556	
Expenses:			
General Government	4,938,077	4,720,807	
Public Safety	8,949,599	8,401,131	
Human Services	9,039,116	8,167,647	
Conservation	53,241	61,192	
Economic Development	49,108	435,710	
Interest and fiscal charges	1,193,513	1,329,804	
Cheshire County Nursing Home	<u>15,833,265</u>	<u>15,254,292</u>	
Total Expenses	<u>40,055,919</u>	<u>38,370,583</u>	
Increase (Decrease) in Net Position	<u>\$ 1,516,020</u>	<u>\$ 3,513,973</u>	
Net position – beginning	<u>\$ 25,146,897</u>	<u>\$ 21,632,924</u>	
Net position – ending	<u>\$ 26,662,917</u>	<u>\$ 25,146,897</u>	

Governmental Activities

Charges to users of governmental services made up \$12,729,159 or 30.62% of total government revenues and include such services as provided by the Nursing Home, Sheriff's Department,

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

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 2014, this totaled \$5,194,279 or 12.49% of total government revenue. Operating grants are used to fund expenses associated with programs such as the Domestic Violence Prosecutor, the Victim Witness Program and the Regional Prosecutor Program, Drug Court. Other contributions included in the amount are grants for Public Health initiatives and Enforcing Underage Drinking programs as well as Pro Share Funds to support Maplewood Nursing Home.

Property tax revenues are the County's largest revenue, accounting for \$23,121,054 or 55.62% of total government revenues. As noted previously, the County is able to recover some of its expenses through user charges, however, a great deal of County operations do not have revenue sources sufficient or available to meet their expenses and as a result are funded by Property Taxes.

One of the largest expenses funded through the assessment of taxes is associated with the obligation towards the Human Service Medicaid Expenses. This area is responsible for paying the County's share of funding for those Cheshire County residents needing Medicaid assistance. As of July 1, 2008, the County took on 100% of the non-federal share for residents in Long Term Care Facilities and for County residents receiving their care at home (Choices for Independence). As a result, the State of New Hampshire took over 100% of the non-federal share of the other programs which included Board and Care of Children, Old Age Assistance, Aide to the Permanently and Totally Disabled and Provider Services. As the cost of these programs outweigh the cost of the LTC and Home Care programs, there was a "Hold Harmless" provision included in the statute that protected the Counties from being exposed to additional expenditures above normal inflationary rates for State Fiscal Years 2009 and 2010. After SFY 2010, the legislature establishes caps to determine the maximum liability exposure for these expenses on a biennial basis. The amount of 2014 County Taxes attributable to the State pass through for these Medicaid State Programs was \$6,730,913 or 29.11% 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, 2014, approximately 80% of the nursing home census consisted of residents needing Medicaid assistance in order to pay for their care. Based on the 2014 Medicaid cost report for Maplewood, the per diem rate was calculated to be \$331.12, however, the actual paid per diem as of December 31, 2014 was \$168.42 or \$162.70 per day short of 2014 costs. The supplemental payment provided an additional reimbursement averaging \$50.38 with the Proportionate Share Funds providing additional reimbursement of \$59.02 per day. These additional payments still leave the allowable per diem rate short by approximately \$53.30 per day.

As of January 1, 2015, the Medicaid rate for Cheshire County decreased by \$13.31 per day to a daily rate of \$155.11. The significant decrease is due to the Department of Health and Human Services decision to use, for their own budget shortfall purposes, the SFY14 surplus in the nursing home line that should have been put towards the 2015 nursing home rates. At this time, SB 8 has been presented that includes language to ensure that any balance left in nursing home and other long term care lines at the end of the fiscal year would only be distributed back to those lines. This bill continues to get support and if passed will provide lump sum payments back to all Nursing Homes in the State upon passage.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

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, 2014 and December 31, 2013**

	Total Cost of Services		Net Cost of Services	
	2014	2013	2014	2013
General Government	\$ 4,938,077	\$ 4,720,807	4,087,786	3,796,241
Public Safety	8,949,599	8,401,131	7,182,196	6,626,360
Human Services	9,039,116	8,167,647	7,322,480	7,244,985
Conservation	53,241	61,192	53,241	61,192
Economic Development	49,108	435,710	(3,282)	(8,500)
Nursing Home	15,833,265	15,254,292	2,083,824	1,924,389
Interest Expense	<u>1,193,513</u>	<u>1,329,804</u>	<u>1,193,513</u>	<u>1,329,804</u>
Total Expenses	<u>\$ 40,059,919</u>	<u>\$ 38,370,583</u>	<u>\$ 21,919,758</u>	<u>\$ 20,974,471</u>

Financial Analysis of County Funds

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

Governmental Funds

During the year ended December 31, 2011, the County implemented GASB Statement 54, Fund Balance Reporting and Governmental Fund Type Definitions. Under Statement 54, the County has segregated fund balance into five classifications: Nonspendable, Restricted, Committed, Assigned and Unassigned. One major example of the effects caused by the implementation of GASB 54 is that the various Capital Reserve Fund balances are now reported as part of the General Fund.

As of December 31, 2014, the County's governmental funds reported a combined ending fund balance of \$8,122,590 a decrease of \$379,473 in comparison with the prior year. Approximately 53.55% of this total (\$4,349,408) represents unassigned fund balance. Although combined fund balance decreased, unassigned remained nearly level from the 2014 level of \$4,330,252.

The amount of the County's unassigned fund balance is in line with our objective of retaining a recommended level of between 8% and 11% of the County's annual budget.

A complete description of the above mentioned classifications and a more detailed breakdown may be found on page 26 of the Notes to the Basic Financial Statements.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

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 17, 2014, the County Convention adopted the 2014 budget. As adopted, the bottom line was up 3.69%, \$1,489,551 for a total budget of \$41,909,746 and taxes to be raised were .01% lower than 2013 (\$1,583) for total taxes to be raised of \$23,121,054. This was the third year in a row that County Taxes did not increase.

Areas that contributed to the bottom line increase included the following:

- Increase in the Public Health Grants budget by \$300,000 to account for new grants funding for 2014. This increase is offset by grant revenue sources.
- New Drug Court Program came on line in 2014 with a budget of \$276,000. This is a three year program that is also 100% offset by grant revenue funds.
- Additional Bailiffs were hired for Court Security for an additional \$51,600. This increase is all reimbursable by the State of New Hampshire and is offset by increased revenue sources.
- State Retirement increase from 8.8% to 10.77% for Group I and 19.95% to 25.30% increase to Group II. This added approximately \$194,000 to benefit costs for NHRS.
- A 2% COLA and 1% longevity increase for all county employees accounted for approximately \$275,000 in added wages and benefits.
- A new positions in Information Technology as well as one additional Correctional Officer at the Department of Corrections increased the county payroll by approximately \$100,000.
- \$250,000 was appropriated in order to start renovations on the Old Court House which was vacated by the State of NH after completion in December 2013 of their new Court House. Funds that the County received from the American Recovery and Reinvestment Act were used to offset this project, thus having no impact on taxes to be raised.

On August 25, 2014 there was a budget amendment brought before the County Delegation amending the budget by \$1,403,600. This amendment was brought forward based on the receipt of ProShare Funds as well as to request expending the remainder of the ARRA funds (an additional \$1,250,000) in order to enter into construction contracts for the renovation of the old court house.

As a result of the supplemental budget, the total budget increased to \$43,313,346. This amendment did not have an impact on the original amount of taxes to be raised.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

Capital Assets and Debt Administration

Capital Assets—The County's investment in capital assets for governmental as of December 31, 2014, was \$41,668,020 (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 2014 include \$1,015,000 in renovations to the old Court House. \$250,000 for the replacement of the Deaerator (DA) Tank at Maplewood Nursing Home. Upgrades to the Domestic Hot Water Control System at Maplewood for \$35,000. And \$38,000 to purchase a new vehicle for the Sheriff's Department.

Note 6 – Detailed Notes of Capital Assets provides additional information about capital asset activity during 2014.

Long-Term Debt—At December 31, 2014, the County had total general obligation bonded debt and notes payable outstanding of \$26,077,178. Of this amount, \$910,000 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 \$175,000 at year-end. Bonds for the construction of the County Correctional Facility had a balance outstanding at year-end for \$24,050,000 and the Geothermal Heating and Cooling System Bond for the County Correctional Facility had an outstanding balance at year-end of \$800,000. Additionally, the Water Treatment Upgrade Project that was funded by the State of New Hampshire Revolving Loan Fund had a balance of \$82,927. The County also utilized the State Revolving Loan Fund to upgrade its Waste Water Treatment Plan having an outstanding balance at the end of 2013 in the amount of \$59,251.

The County's long term bonded debt decreased by payments made of \$2,219,556 during 2014.

The current outstanding debt for Cheshire County is as follows:

**Cheshire County, Outstanding Debt
December 31, 2014**

	Governmental Activities	Years Remaining
Jail Expansion Study	\$ 175,000	7
Jaffrey District Court House	910,000	7
Jail Construction	24,050,000	13
Jail Geothermal System	800,000	10
Water Treatment Upgrade	82,927	1
Waste Water Trmnt Upgrade	59,251	2
Total Outstanding Debt	<u>\$ 26,077,178</u>	

In 2005, the first lease payment associated with the Energy Efficiency Project was due. Total principal for this project was \$1,070,543 and was spread out over a twelve (12) year period. The tenth principal payment was made on May 30, 2014 for \$103,000. The remaining principal due for this project as of December 31, 2014 is \$139,543.

CHESHIRE COUNTY, NEW HAMPSHIRE
MANAGEMENT'S DISCUSSION & ANALYSIS

On March 19, 2105, Moody's reaffirmed the Aa2 general obligation rating and removed the negative outlook that had previously been assigned in 2013. The summary rating rationale was as follows: " The Aa2 rating reflected the county's moderately sized tax base with average wealth levels, stable financial position with satisfactory reserves, low debt burden and moderate pension liability."

Economic Factors

- The Cheshire County unemployment rate for December 2014 was 3.6%, which compares favorably to the State's rate of 4.0 % (seasonally adjusted), the New England rate of 5.5% and the national rate of 5.6 %.
- Most recent equalized assessed valuations of property used for appropriating Cheshire County's 2014 taxes were \$6,658,384,721. This is a decrease over the prior year assessed valuations of 1.31% or \$88,523,018.
- There were no outstanding tax payments due from any Cheshire County Town as of December 31, 2014.

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, 2014

	Governmental Activities
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 12,155,673
Investments	107,973
Accounts receivable, net	1,225,913
Due from other governments	727,907
Prepaid expenses	197,237
Current portion of direct financing lease receivable	172,575
Total Current Assets	<u>14,587,278</u>
Noncurrent Assets:	
Restricted cash	126,595
Direct financing lease receivable	910,065
Note receivable	750,000
Capital assets:	
Non-depreciable capital assets	1,057,410
Depreciable capital assets, net	<u>40,610,610</u>
Total Noncurrent Assets	<u>43,454,680</u>
Total Assets	<u>58,041,958</u>
DEFERRED OUTFLOWS OF RESOURCES	
Total Deferred Outflows of Resources	<u>-</u>
LIABILITIES	
Current Liabilities:	
Accounts payable	1,752,371
Accrued expenses	1,736,448
Due to other governments	1,084,465
Advances from grantors	28,008
Unearned revenue	122,761
Current portion of bonds payable	2,115,022
Current portion of note payable	112,553
Current portion of capital lease payable	112,000
Total Current Liabilities	<u>7,063,628</u>
Noncurrent Liabilities:	
Bonds payable	23,890,134
Note payable	29,625
Capital lease payable	27,543
Other post-employment benefits payable	195,471
Total Noncurrent Liabilities	<u>24,142,773</u>
Total Liabilities	<u>31,206,401</u>
DEFERRED INFLOWS OF RESOURCES	
Unearned direct financing lease revenue	<u>172,640</u>
Total Deferred Inflows of Resources	<u>172,640</u>
NET POSITION	
Net investment in capital assets	16,291,143
Restricted	741,009
Unrestricted	9,630,765
Total Net Position	<u>\$ 26,662,917</u>

See accompanying notes to the basic financial statements

EXHIBIT B
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Activities
For the Year Ended December 31, 2014

Functions/Programs	<u>Expenses</u>	<u>Program Revenues</u>			<u>Net (Expense) Revenue and Changes in Net Position</u>
		<u>Charges for Services</u>	<u>Operating Grants and Contributions</u>	<u>Capital Grants and Contributions</u>	<u>Governmental Activities</u>
Governmental Activities:					
General government	\$ 4,938,077	\$ 512,468	\$ 337,823		\$ (4,087,786)
Public safety	8,949,599	1,298,819	255,861	\$ 212,723	(7,182,196)
Human services	9,039,116	540,330	1,176,306		(7,322,480)
Conservation	53,241				(53,241)
Economic development	49,108		52,390		3,282
Nursing home	15,833,265	10,377,542	3,371,899		(2,083,824)
Interest and fiscal charges	1,193,513				(1,193,513)
Total governmental activities	<u>\$ 40,055,919</u>	<u>\$ 12,729,159</u>	<u>\$ 5,194,279</u>	<u>\$ 212,723</u>	<u>(21,919,758)</u>
		General revenues:			
		Property taxes			23,121,054
		Interest and investment earnings			16,832
		Miscellaneous			<u>297,892</u>
		Total general revenues			<u>23,435,778</u>
		Change in net position			1,516,020
		Net position - beginning			<u>25,146,897</u>
		Net position - ending			<u>\$ 26,662,917</u>

See accompanying notes to the basic financial statements

EXHIBIT C
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Balance Sheet
Governmental Funds
December 31, 2014

	General Fund	ARRA Fund	Nonmajor Governmental Funds	Total Governmental Funds
ASSETS				
Cash and cash equivalents	\$ 8,801,592	\$ 1,098,990	\$ 165,702	\$ 10,066,284
Investments	41,228		66,745	107,973
Accounts receivable, net	1,224,279		1,634	1,225,913
Due from other governments	727,907			727,907
Due from other funds	646,695			646,695
Prepaid expenses	197,237			197,237
Total Assets	<u>11,638,938</u>	<u>1,098,990</u>	<u>234,081</u>	<u>12,972,009</u>
DEFERRED OUTFLOWS OF RESOURCES				
Total Deferred Outflows of Resources	-	-	-	-
Total Assets and Deferred Outflows of Resources	<u>\$ 11,638,938</u>	<u>\$ 1,098,990</u>	<u>\$ 234,081</u>	<u>\$ 12,972,009</u>
LIABILITIES				
Accounts payable	\$ 1,576,977			\$ 1,576,977
Accrued expenses	1,450,298			1,450,298
Due to other governments	1,084,465			1,084,465
Advances from grantors			\$ 28,008	28,008
Unearned revenue	122,761			122,761
Due to other funds	1	\$ 584,750	2,159	586,910
Total Liabilities	<u>4,234,502</u>	<u>584,750</u>	<u>30,167</u>	<u>4,849,419</u>
DEFERRED INFLOWS OF RESOURCES				
Total Deferred Inflows of Resources	-	-	-	-
FUND BALANCES				
Nonspendable	197,237			197,237
Restricted	44,585	514,240	182,184	741,009
Committed	355,655			355,655
Assigned	2,457,551		21,730	2,479,281
Unassigned	4,349,408			4,349,408
Total Fund Balances	<u>7,404,436</u>	<u>514,240</u>	<u>203,914</u>	<u>8,122,590</u>
Total Liabilities, Deferred Inflows of Resources, and Fund Balances	<u>\$ 11,638,938</u>	<u>\$ 1,098,990</u>	<u>\$ 234,081</u>	

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 41,668,020

Other long-term assets are not available to pay for current period expenditures and therefore are not reported in the funds. 1,832,640

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 Business-type Activities at year end. 1,980,805

Long-term liabilities are not due and payable in the current period and, therefore, are not reported in the funds. Long-term liabilities at year end consist of:

Unearned revenue related to long-term receivable (172,640)
Bonds payable (26,005,156)
Notes payable (142,178)
Capital lease payable (139,543)
Accrued interest on long-term obligations (286,150)
Other post-employment benefits payable (195,471)

Net position of governmental activities \$ 26,662,917

EXHIBIT D
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Revenues, Expenditures and Changes in Fund Balances
Governmental Funds
For the Year Ended December 31, 2014

	General Fund	ARRA Fund	Nonmajor Governmental Funds	Total Governmental Funds	
Revenues:					
Taxes	\$ 23,121,054			\$ 23,121,054	
Intergovernmental	5,355,880		\$ 51,122	5,407,002	
Charges for services	12,710,163		18,996	12,729,159	
Interest and investment income	10,111	\$ 3,024	79	13,214	
Miscellaneous	407,654		20,238	427,892	
Total Revenues	<u>41,604,862</u>	<u>3,024</u>	<u>90,435</u>	<u>41,698,321</u>	
Expenditures:					
Current operations:					
General government	4,771,193		21,768	4,792,961	
Public safety	7,418,323		998	7,419,321	
Human services	8,938,784			8,938,784	
Conservation	52,931		49,108	52,931	
Economic development					
Nursing home	15,334,140			15,334,140	
Capital outlay	1,935,526		2,310	1,937,836	
Debt service:					
Principal retirement	2,322,556			2,322,556	
Interest and fiscal charges	1,230,157			1,230,157	
Total Expenditures	<u>42,003,610</u>	<u>-</u>	<u>74,184</u>	<u>42,077,794</u>	
Excess revenues (under) expenditures	<u>(398,748)</u>	<u>3,024</u>	<u>16,251</u>	<u>(379,473)</u>	
Other financing sources (uses):					
Transfers in	1,016,521			1,016,521	
Transfers out	<u>(1,016,521)</u>	<u>(1,014,655)</u>	<u>(1,866)</u>	<u>(1,016,521)</u>	
Total other financing sources (uses)					
Net change in fund balances	<u>617,773</u>	<u>(1,011,631)</u>	<u>14,385</u>	<u>(379,473)</u>	
Fund balances at beginning of year	<u>6,786,663</u>	<u>1,525,871</u>	<u>189,529</u>	<u>8,502,063</u>	
Fund balances at end of year	<u>\$ 7,404,436</u>	<u>\$ 514,240</u>	<u>\$ 203,914</u>	<u>\$ 8,122,590</u>	

\$ (379,473)

Net Change in Fund Balances--Total Governmental Funds

Amounts reported for governmental activities in the statement of activities are different because:

Governmental funds report capital outlays as expenditures. However, in the statement of activities, the cost of those assets is allocated over their estimated useful lives as depreciation expense. This is the amount by which depreciation expense exceeded capital outlays in the current period. (291,211)

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 of disposed capital assets reduced by the actual proceeds received from the sale of capital assets. (2,244)

Governmental funds report the effect of bond issuance premiums when debt is first issued, whereas these amounts are amortized in the statement of activities over the life of the related debt. 10,793

Repayment of principal on bonds and capital leases is an expenditure in the governmental funds, but the repayment reduces long-term liabilities in the statement of net position. 2,322,556

Revenue received from the State of New Hampshire and reported in the governmental funds are 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 dental and health insurance to individual funds. The net cost of the Internal Service Fund is reported in Governmental Activities. 155,219

In the statement of activities, interest is accrued on outstanding bonds and capital leases, whereas in governmental funds, an interest expenditure is reported when due. 25,851

Some expenses reported in the statement of activities, such as other post-employment benefits, do not require the use of current financial resources and, therefore, are not reported as expenditures in governmental funds. (195,471)

Change in Net Position of Governmental Activities \$ 1,516,020

EXHIBIT E
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Net Position
Proprietary Funds
December 31, 2014

	Internal Service Fund
ASSETS	
Current Assets:	
Cash and cash equivalents	\$ 2,089,389
Total Current Assets	<u>2,089,389</u>
Noncurrent Assets:	
Restricted cash	<u>126,595</u>
Total Noncurrent Assets	<u>126,595</u>
Total Assets	<u>2,215,984</u>
DEFERRED OUTFLOWS OF RESOURCES	
Total Deferred Outflows of Resources	<u>-</u>
LIABILITIES	
Current Liabilities:	
Accounts payable	175,393
Due to other funds	<u>59,786</u>
Total Current Liabilities	<u>235,179</u>
DEFERRED INFLOWS OF RESOURCES	
Total Deferred Inflows of Resources	<u>-</u>
NET POSITION	
Unrestricted	<u>1,980,805</u>
Total Net Position	<u>\$ 1,980,805</u>

See accompanying notes to the basic financial statements

EXHIBIT F
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Revenues, Expenses and Changes in Net Position
Proprietary Funds
For the Year Ended December 31, 2014

	Internal Service Fund
Operating revenues:	
Charges for services	\$ 3,367,042
Total operating revenues	<u>3,367,042</u>
Operating expenses:	
Administrative	<u>3,215,441</u>
Total operating expenses	<u>3,215,441</u>
Operating income	<u>151,601</u>
Non-operating revenues:	
Interest revenue	<u>3,618</u>
Net non-operating revenues	<u>3,618</u>
Change in net position	155,219
Total net position at beginning of year	<u>1,825,586</u>
Total net position at end of year	<u>\$ 1,980,805</u>

See accompanying notes to the basic financial statements

EXHIBIT G
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Cash Flows
Proprietary Funds
For the Year Ended December 31, 2014

	Internal Service Fund
Cash flows from operating activities:	
Cash received for interfund services provided	\$ 3,367,042
Cash paid to suppliers	<u>(3,153,779)</u>
Net cash provided by operating activities	<u>213,263</u>
Cash flows from investing activities:	
Investment income	<u>3,618</u>
Net cash provided by investing activities	<u>3,618</u>
Net increase in cash and cash equivalents	216,881
Cash and cash equivalents at beginning of year	<u>1,939,317</u>
Cash and cash equivalents at end of year	<u><u>\$ 2,156,198</u></u>
Reconciliation of operating income to net cash provided by operating activities:	
Operating income	\$ 151,601
Changes in assets, deferred outflows of resources, liabilities and deferred inflows of resources:	
Accounts payable	<u>61,662</u>
Net cash provided by operating activities	<u><u>\$ 213,263</u></u>

See accompanying notes to the basic financial statements

EXHIBIT H
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Statement of Fiduciary Net Position
Fiduciary Funds
December 31, 2014

	Agency Funds
ASSETS	
Cash and cash equivalents	\$ 487,531
Due from other funds	<u>1</u>
Total Assets	<u>\$ 487,532</u>
LIABILITIES	
Accounts payable	\$ 60,496
Due to others	126,483
Due to other governments	<u>300,553</u>
Total Liabilities	<u>\$ 487,532</u>

See accompanying notes to the basic financial statements

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS
December 31, 2014

NOTE 1—SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the County of Cheshire, New Hampshire conform to accounting policies generally accepted in the United States of America for local governmental units, except as indicated hereinafter. The following is a summary of significant accounting policies.

Financial Reporting Entity

The County of Cheshire, New Hampshire (the County) was established in 1769 under the laws of the State of New Hampshire. The County boundaries include twenty-three New Hampshire municipalities located in southwestern New Hampshire. The County operates under the Commissioner/Delegation form of government and provides services as authorized by state statutes.

The financial statements include those of the various departments governed by the Commissioners and other officials with financial responsibility. The County has no other separate organizational units, which meet criteria for inclusion in the financial statements as defined by the Governmental Accounting Standards Board (GASB).

Basis of Presentation

The County's basic financial statements consist of government-wide statements, including a statement of net position and a statement of activities, and fund financial statements which provide a more detailed level of financial information.

1. Government-Wide Financial Statements

The statement of net position and the statement of activities display information about the County as a whole. These statements include the financial activities of the primary government, except for fiduciary funds. The activity of the internal service fund is eliminated to avoid duplicating revenues and expenses.

The statement of net position presents the financial condition of the governmental activities of the County at year end. The statement of activities presents a comparison between direct expenses and program revenues for each program or function of the County's governmental activities. Direct expenses are those that are specifically associated with a service, program or department and therefore clearly identifiable to a particular function. Program revenues include charges paid by the recipient of the goods or services offered by the program, grants and contributions that are restricted to meeting the operational or capital requirements of a particular program and interest earned on grants that is required to be used to support a particular program. Revenues, which are not classified as program revenues, are presented as general revenues of the County. The comparison of direct expenses with program revenues identifies the extent to which each governmental function is self-financing or draws from the general revenues of the County.

2. Fund Financial Statements

During the year, the County segregates transactions related to certain County functions or activities in separate funds in order to aid financial management and to demonstrate legal compliance. Fund financial statements are designed to present financial information of the County at this more detailed level. The

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

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 *ARRA Fund* is used to account for the temporary increase in Federal Medical Assistance Percentages (FMAP) of 6.2%.

2. Proprietary Funds

Proprietary fund reporting focuses on the determination of operating income, changes in net position, financial position and cash flows. Proprietary funds are classified as enterprise or internal service. The following is the County's proprietary fund:

The County is self-insured for its health and dental insurance. The activity associated with this self-insurance program is accounted in the *Internal Service Fund*.

3. Fiduciary Funds

Fiduciary fund reporting focuses on net position and changes in net position. The County maintains one type of fiduciary fund: agency funds. The County's agency funds are custodial in nature (assets equal liabilities) and do not involve the measurement of results of operations. The County's agency funds account for Sheriff's escrow and court-forfeited funds, Register of Deeds, Nursing Home resident funds, and the jail canteen/recreation fund.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
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Measurement Focus

1. Government-Wide Financial Statements

The government-wide financial statements are prepared using the economic resources measurement focus. All assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of the County are included on the Statement of Net Position.

2. Fund Financial Statements

All governmental funds are accounted for using a flow of current financial resources measurement focus. With this measurement focus, only current assets, deferred outflows of resources, current liabilities and deferred inflows of resources generally are included on the balance sheet. The statement of revenues, expenditures and changes in fund balances reports on the sources (i.e., revenues and other financing sources) and uses (i.e., expenditures and other financing uses) of current financial resources. This approach differs from the manner in which the governmental activities of the government-wide financial statements are prepared. Governmental fund financial statements therefore include a reconciliation with brief explanations to better identify the relationship between the government-wide statements and the statements for governmental funds.

Like the government-wide statements, the proprietary fund type is accounted for on a flow of economic resources measurement focus. All assets, deferred outflows of resources, liabilities, and deferred inflows of resources associated with the operation of these funds are included on the statement of net position. The statement of revenues, expenses and changes in net position presents increases (i.e., revenues) and decreases (i.e., expenses) in net total position. The statement of cash flows provides information about how the County finances and meets the cash flow needs of its proprietary activities.

Basis of Accounting

Basis of accounting determines when transactions are recorded in the financial records and reported on the financial statements. Government-wide financial statements are prepared using the accrual basis of accounting. Proprietary and fiduciary funds also use the accrual basis of accounting. Governmental funds use the modified accrual basis of accounting. Differences in the accrual and the modified accrual basis of accounting arise in the recognition of revenue, the recording of unearned revenue, and in the presentation of expenses versus expenditures.

1. Revenues – Exchange and Non-exchange Transactions

Revenue resulting from exchange transactions, in which each party gives and receives essentially equal value, is recorded on the accrual basis when the exchange takes place. On a modified accrual basis, revenue is recorded in the fiscal year in which the resources are measurable and become available. Available means that the resources will be collected within the current year or are expected to be collected soon enough thereafter to be used to pay liabilities of the current fiscal year. For the County, available means expected to be received within sixty days of year end.

Non-exchange transactions, in which the County receives value without directly giving equal value in return, include property taxes, grants, entitlements and donations. On an accrual basis, revenue from property taxes is recognized in the year for which the taxes are levied (see Note 2). Revenue from grants,

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

entitlements and donations are recognized in the year in which all eligibility requirements have been satisfied. Eligibility requirements include timing requirements, which specify the year when the resources are required to be used or the year when use is first permitted; matching requirements, in which the County must provide local resources to be used for a specified purpose; and expenditure requirements in which the resources are provided to the County on a reimbursement basis. On a modified accrual basis, revenue from non-exchange transactions must also be available before it can be recognized.

Under the modified accrual basis, the following revenue sources are considered to be both measurable and available at year end: property taxes, charges for services and interest on investments.

Miscellaneous revenues are recorded as revenues when received in cash because they are generally not measurable until actually received.

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.

Cash and Cash Equivalents

The County pools its cash resources for the governmental and proprietary funds. Cash applicable to a particular fund is reflected as an interfund balance. For the purpose of the Statement of Cash Flows, cash and cash equivalents consist of the following:

Statement of Net Position - Proprietary Funds:	
Cash and cash equivalents	\$ 2,089,389
Restricted cash	126,595
Due to other funds	<u>(59,786)</u>
	<u>\$ 2,156,198</u>

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.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

Accounts Receivable

General Fund accounts receivable at December 31, 2014 are recorded net of an allowance for uncollectible receivables of \$255,962.

Capital Assets

General capital assets result from expenditures in the governmental funds. These assets are reported in the government-wide statement of net position, but are not reported in the governmental fund financial statements.

All capital assets are capitalized at cost (or estimated historical cost) and updated for additions and retirements during the year. Donated capital assets are recorded at their estimated fair values as of the date received. The County maintains a capitalization threshold of \$5,000 for its governmental activities, except for its nursing home. The capitalization threshold of the nursing home is \$500. Improvements are capitalized; the costs of normal maintenance and repairs that do not add to the value of the asset or materially extend an asset's life are not.

All reported capital assets except for land and construction in progress are depreciated. Improvements are depreciated over the remaining useful lives of the related capital assets. Depreciation is computed using the straight-line method over the following useful lives:

	<u>Description</u>	<u>Years</u>
	Land improvements	10-30
	Water system	30
	Wastewater system	30
	Buildings and improvements	5-50
	Vehicles and equipment	5-25

Compensated Absences

Employees earn vacation and sick leave as they provide services. Provision is made in the annual budget for vacation and sick leave. Vacation may be accrued to one and one-half times an employee's annual earned vacation. Any unused vacation beyond this amount will be forfeited. Accrued/unused vacation has been included as a liability in these financial statements.

Employees may accumulate sick leave days up to ten days per year, cumulative to a maximum of sixty days. Any unused sick leave days in excess of sixty days are to be paid to the employee at the end of the year at a rate of one-half day for each excess day that has been accrued. No payment for unused sick leave is made upon termination.

Bond Premium

Bond premiums are amortized as a component of interest expense over the life of the related bond using the effective interest rate method. Bonds payable are reported in the accompanying financial statements gross of any applicable unamortized bond premium. The balance of the unamortized bond premium as of December 31, 2014 is \$70,156.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

Accrued Liabilities and Long-Term Obligations

All payables and accrued liabilities are reported in the government-wide financial statements. In general, governmental fund payables and accrued liabilities that, once incurred, are paid in a timely manner and in full from current resources are reported as obligations of the funds.

Net Position

Net position represents the difference between assets and deferred outflows of resources, and liabilities and deferred inflows of resources. Net investment in capital assets consists of capital assets, net of accumulated depreciation, reduced by the outstanding balances on any borrowings used for the acquisition, construction or improvement of those assets. Net position is reported as restricted when there are limitations imposed on their use either through enabling legislation adopted by the County or through external restrictions imposed by creditors, grantors or laws or regulations of other governments. Unrestricted net position is the net amount of the assets, deferred outflows of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted components of net position.

The County's policy is to first apply restricted resources when an expense is incurred for purposes for which both restricted and unrestricted net position are available.

Fund Balance Policy

Under GASB Statement 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, the County has segregated fund balance into five classifications: Nonspendable, Restricted, Committed, Assigned, and Unassigned. These components of fund balance are defined as follows:

- Nonspendable Fund Balance: Amounts that are not in a spendable form (such as inventory or prepaid expenses) or are required to be maintained intact.
- Restricted Fund Balance: Amounts that can only be spent for the specific purposes stipulated by external resource providers (such as grantors) or the enabling legislation (federal or state law). Restrictions may be changed or lifted only with the consent of the resource providers or the enabling legislation.
- Committed Fund Balance: Amounts that can be used only for the specific purposes determined by a formal action of the County's highest level of decision making authority (annual meeting of the County Delegation). Commitments may be changed or lifted only by the governing body taking the same formal action that imposed the constraint originally. The resolution must either be approved or rescinded, as applicable, prior to the last day of the fiscal year for which the commitment is made. The amount subject to the constraint may be determined in the subsequent period.
- Assigned Fund Balance: Amounts that the County intends to use for a specific purpose. For all governmental funds other than the General Fund, any remaining positive amounts are to be classified as "assigned". The Board of Commissioners expressly delegates this authority to the County Administrator. Items that would fall under this type of fund balance classification would be encumbrances.
- Unassigned Fund Balance: Amounts that are not obligated or specifically designated and are available for any purpose. The residual classification of any General Fund balance is to be reported here. Any deficit fund balance of another fund is also classified as unassigned.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

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 may be applied, committed resources are to be applied first, followed by assigned and unassigned.

Minimum Level of Unassigned Fund Balance

In accordance with the County's fund balance policy, the recommended minimum unassigned fund balance in its General Fund should equal 8% of the annual total budgeted appropriations. The recommended target balance is to maintain an unassigned fund balance between 8% and 11% of the annual total budgeted appropriations. Any amount of the unassigned fund balance in excess of the minimum balance may be appropriated by the Commissioners to offset property taxes as part of the budget approval process with the Delegation to set tax rates for the calendar year.

The Board of Commissioners may recommend to the Delegation through a budget amendment to appropriate funds from the unassigned fund balance even if such use decreases the unassigned fund balance below the recommended minimum balance in the event of emergency purposes or to alleviate unanticipated short-term budgetary problems, such as revenue shortfalls.

Interfund Activity

Exchange transactions between funds are reported as revenues in the seller funds and as expenditures/expenses in the purchaser funds. Flows of cash or goods from one fund to another without a requirement for repayment are reported as interfund transfers. Interfund transfers are reported as other financing sources/uses in governmental funds and after non-operating revenues/expenses in the proprietary funds. Repayments from funds responsible for particular expenditures/expenses to the funds that initially paid for them are not presented on the financial statements.

Operating Revenues and Expenses

Operating revenues are those revenues that are generated directly from the primary activity of the proprietary funds. Operating expenses are necessary costs incurred to provide the service that is the primary activity of the proprietary fund. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America require management to make estimates and assumptions that affect certain reported amounts and disclosures. Accordingly, actual results may differ from those estimates. Significant estimates include the allowance for uncollectible receivables, depreciation expense, and other post-employment benefits payable.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

NOTE 2—PROPERTY TAXES

Property taxes levied to support the County are based on the assessed valuation of the prior April 1st for all taxable real property.

Under state statutes, the twenty-three Towns/City that comprise Cheshire County (all independent governmental units) collect County taxes as part of local property tax assessments. As collection agent, the Towns/City are required to pay over to the County its share of property tax assessments. The Towns/City assume financial responsibility for all uncollected property taxes under state statutes.

NOTE 3—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, 2014, the County participated in a public entity risk pool (Trust) for property and liability insurance and worker's compensation coverage. Coverage has not been significantly reduced from the prior year and settled claims have not exceeded coverage in any of the past three years.

The Trust agreements permit the Trust to make additional assessments to members should there be a deficiency in Trust assets to meet its liabilities. Accounting principles generally accepted in the United States of America require members of pools with a sharing of risk to determine whether or not such assessment is probable and, if so, a reasonable estimate of such assessment. At this time, the Trust foresees no likelihood of an additional assessment for any of the past years. Claims expenditures and liabilities are reported when it is probable that a loss has occurred and the amount of that loss can be reasonably estimated. These losses include an estimate of claims that have been incurred but not reported. Based on the best available information there is no liability at December 31, 2014.

Property and Liability Insurance

The Trust provides certain property and liability insurance coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. As a member of the Trust, the County shares in contributing to the cost of and receiving benefit from a self-insured pooled risk management program. The program includes a Self-Insured Retention Fund from which is paid up to \$500,000 for each and every covered property, crime and/or liability loss that exceeds \$1,000, up to an aggregate of \$5,000,000. Each property loss is subject to a \$1,000 deductible. All losses over the aggregate are covered by insurance policies.

Worker's Compensation

The Trust provides statutory worker's compensation coverage to member towns, cities, and other qualified political subdivisions of New Hampshire. The Trust is self-sustaining through annual member premiums and provides coverage for the statutorily required workers' compensation benefits and employer's liability coverage up to \$2,000,000. The program includes a Loss Fund from which is paid up to \$500,000 for each and every covered claim.

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NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

NOTE 4—DEPOSITS AND INVESTMENTS

The County has combined the cash resources of its governmental and proprietary fund types. For accounting and reporting purposes, that portion of the pooled cash balance is reported in the specific fund as an interfund balance.

Deposits and investments as of December 31, 2014 are classified in the accompanying financial statements as follows:

Statement of Net Position:	
Cash and cash equivalents	\$ 12,155,673
Investments	107,973
Restricted cash	126,595
Statement of Fiduciary Net Position:	
Cash and cash equivalents	<u>487,531</u>
	<u>\$ 12,877,772</u>

Deposits and investments at December 31, 2014 consist of the following:

Cash on hand	\$ 1,445
Deposits with financial institutions	5,169,027
Investments	<u>7,707,300</u>
	<u>\$ 12,877,772</u>

The County's investment policy states that any excess funds which are not immediately needed for the purpose of expenditure may only be invested in certificates of deposit, overnight repurchase agreements, U.S. Government securities – Treasury bills, the New Hampshire Public Deposit Investment Pool and others as approved by the County Commissioners and the County Executive Committee.

Credit Risk

Generally, credit risk is the risk that an issuer of an investment will not fulfill its obligation to the holder of the investment. This is measured by the assignment of a rating by a nationally recognized statistical rating organization.

The County's investment policy addresses credit risk by limiting investments to the safety types of securities and diversifying the investment portfolio. The County limits its investments to certificates of deposit, overnight repurchase agreements, U.S. Government securities – Treasury bills, and the New Hampshire Public Deposit Investment Pool. The County's investment in the NHPDIP (State investment pool) is unrated.

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.

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NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
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Of the County's deposits with financial institutions at year end, \$13,019,347 was collateralized by securities held by the bank in the bank's name and \$-0- was uninsured and uncollateralized.

Investment in NHPDIP

The County is a voluntary participant in the New Hampshire Public Deposit Investment Pool (NHPDIP), an external investment pool. The NHPDIP is not registered with the United States Securities and Exchange Commission as an investment company. The NHPDIP was created by state law and is administered by a public body of state, local and banking officials.

Investments in the NHPDIP are not investment securities and, as such, are not categorized by risk. 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 5—NOTE 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, 2014 the balance of \$750,000 is deemed collectible in full by management.

NOTE 6—CAPITAL ASSETS

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

	<u>Balance</u> <u>1/1/2014</u>	<u>Additions</u>	<u>Reductions</u>	<u>Balance</u> <u>12/31/2014</u>
Capital assets not depreciated:				
Land	\$ 1,057,410			\$ 1,057,410
Construction in process	47,944		\$ (47,944)	-
Total capital assets not being depreciated	<u>1,105,354</u>	<u>\$ -</u>	<u>(47,944)</u>	<u>1,057,410</u>
Other capital assets:				
Land improvements	685,413	3,500		688,913
Buildings and improvements	55,911,681	1,328,998		57,240,679
Water system	1,500,682	16,783		1,517,465
Waste water system	921,198	519		921,717
Vehicles and equipment	4,915,875	579,835	(36,867)	5,458,843
Total other capital assets at historical cost	<u>63,934,849</u>	<u>1,929,635</u>	<u>(36,867)</u>	<u>65,827,617</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
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Less accumulated depreciation for:

Land improvements	(490,459)	(14,924)		(505,383)
Buildings and improvements	(18,307,075)	(1,770,346)		(20,077,421)
Water system	(936,711)	(56,203)		(992,914)
Waste water system	(422,055)	(31,233)		(453,288)
Vehicles and equipment	(2,922,428)	(300,196)	34,623	(3,188,001)
Total accumulated depreciation	<u>(23,078,728)</u>	<u>(2,172,902)</u>	<u>34,623</u>	<u>(25,217,007)</u>
Total other capital assets, net	<u>40,856,121</u>	<u>(243,267)</u>	<u>(2,244)</u>	<u>40,610,610</u>
Total capital assets, net	<u>\$ 41,961,475</u>	<u>\$ (243,267)</u>	<u>\$ (50,188)</u>	<u>\$ 41,668,020</u>

Depreciation expense was charged to governmental functions as follows:

General government	\$ 96,322
Public safety	1,506,343
Human services	98,880
Nursing home	<u>471,357</u>
Total	<u>\$ 2,172,902</u>

The balance of the assets acquired through capital leases as of December 31, 2014 is as follows:

Buildings and improvements	\$ 1,070,543
Less accumulated depreciation for:	
Buildings and improvements	<u>(508,508)</u>
Total	<u>\$ 562,035</u>

NOTE 7—DEFINED BENEFIT PENSION PLAN

Plan Description

The County contributes to the New Hampshire Retirement System (NHRS), a cost-sharing multiple-employer defined benefit pension plan administered by the NHRS Board of Trustees. 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.

Funding Policy

Covered public safety employees 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 contribution rates for the covered payroll of public safety employees and general employees were 25.3% and 10.77%, respectively. The County contributes 100% of the employer cost for public safety 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

COUNTY OF CHESHIRE, NEW HAMPSHIRE
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Trustees based on an actuarial valuation. The County's contributions to the NHRS for the years ending December 31, 2014, 2013, and 2012 were \$1,809,093, \$1,539,616, and \$1,319,668, respectively, equal to the required contributions for each year.

NOTE 8—OTHER POST-EMPLOYMENT BENEFITS

The County provides post-employment medical benefits to its eligible retirees and their spouses in accordance with the provisions of various employment contracts. The benefit levels, employee contributions and employer contributions are governed by the County's contractual agreements. The benefits are provided through the County's self-funded insurance plan administered by Cigna.

If hired before July 1, 2011, employees other than police are required to reach age 50 with 10 years of creditable service, age 60 regardless of years of creditable service, or age plus years of creditable service equals 70 with a minimum of 10 years creditable service. Police employees hired prior to July 1, 2011 are required to reach age 45 with 20 years of creditable service, or age 60 regardless of years of creditable service. If hired on or after July 1, 2011, employees other than police are required to reach age 65 regardless of years of creditable service, or age 60 with at least 30 years of creditable service. Police employees hired on or after July 1, 2011 are required to reach age 52.5 with 25 years of creditable service, or age 60 regardless of years of creditable service.

Retirees and their covered spouses are required to pay the full cost of the health care premiums for elected coverage. This valuation does not account for the cost of benefits to retirees or their spouses after age 65. Surviving spouses continue to receive medical coverage after the death of the eligible retired employee as long as they pay the required premiums. As of January 1, 2014, the actuarial valuation date, participants of the postretirement plan that meet eligibility requirements are comprised of 1 retiree and 301 active employees with 0 currently eligible to retire. The plan does not issue a separate financial report.

During the year, the County prospectively implemented GASB Statement 45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions*. Statement 45 requires governments to account for other post-employment benefits (OPEB), primarily healthcare, on an accrual basis rather than on a pay-as-you-go basis. The effect is the recognition of an actuarially required contribution as an expense on the statement of revenues, expenses, and changes in net position when a future retiree earns their post-employment benefits, rather than when they use their post-employment benefit. To the extent that an entity does not fund their actuarially required contribution, a post-employment benefit liability is recognized on the Statement of Net Position over time.

Annual OPEB Costs

The County's 2014 annual OPEB expense for its plan is calculated based on the annual required contribution of the employer (ARC), an amount actuarially determined in accordance with the parameters of GASB Statement 45. The ARC represents a level of funding that, if paid, on an ongoing basis, is projected to cover the normal cost each year and amortize the unfunded actuarial liability over a period not to exceed thirty years. The County's annual OPEB cost for the year ending December 31, 2014 including the amount actually contributed to the plan, and the change in the County's net OPEB obligation based on an actuarial valuation as of January 1, 2014 is as follows:

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Annual required contributions	\$ 221,945
Interest on net OPEB obligations	-
Annual OPEB cost	<u>221,945</u>
Contributions made	<u>26,474</u>
Increase in net OPEB obligation	195,471
Net OPEB obligation - beginning of year	-
Net OPEB obligation - end of year	<u><u>\$ 195,471</u></u>

The County's annual OPEB cost, the percentage of annual OPEB cost contributed to the plan, and the net OPEB obligation for the year ending December 31, 2014 are as follows:

Fiscal Year <u>Ended</u>	Annual <u>OPEB Cost</u>	Percentage of OPEB Cost <u>Contributed</u>	Net OPEB <u>Obligation</u>
12/31/2014	\$ 221,945	11.93%	\$ 195,471

The County's net OPEB obligation as of December 31, 2014 is recognized as a liability in these financial statements.

Funded Status and Funding Progress for OPEB

The funded status of the plan as of January 1, 2014, the date of the most recent actuarial valuation is as follows:

Actuarial Accrued Liability (AAL)	\$ 1,476,980
Actuarial value of plan assets	<u>-</u>
Unfunded Actuarial Accrued Liability (UAAL)	<u>\$ 1,476,980</u>
Funded ratio (actuarial value of plan assets/AAL)	0%
Covered payroll (active plan members)	\$ 11,675,671
UAAL as a percentage of covered payroll	12.70%

Actuarial valuations involve estimates of the value of reported amounts and assumptions about the probability of events in the future. The total cost of providing post-employment benefits is projected, taking into account assumptions about current claim cost, turnover, mortality, health care trends, and other actuarial assumptions. Mortality assumptions were derived from the RP2000 Mortality Table. The assumption on health care trends was provided by an independent company that assisted the County in the preparation of the alternative measurement method for GASB 45. Amounts determined regarding the funded status of the plan and the annual required contributions of the employer are subject to continual revision as actual results are compared to past expectation and new estimates are made about the future. The schedule of funding progress, presented as required supplementary information following the notes to the financial statements, will provide multi-year trend information that shows whether the actuarial value of plan assets is increasing or decreasing over time relative to the actuarial accrued liability for benefits, when available.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

Actuarial Methods and Assumptions for OPEB

Projections of benefits for financial reporting purposes are based on the plan as understood by the County and the plan members and include the types of benefits provided at the time of each valuation and the historical pattern of sharing of benefit costs between the County and plan members to that point. The cost methods and assumptions used include the techniques that are designed to reduce the effects of short-term volatility in accrued liabilities and the value of assets, consistent with the long-term perspective of the calculations.

In the January 1, 2014 actuarial valuation, the Projected Unit Credit cost method was used. The actuarial value of assets was not determined as the County has not advance funded its obligation. The County employs the “pay-as-you-go” cash basis to fund the plan. The actuarial assumptions included a 4.0% investment rate of return and an initial annual healthcare cost of negative 23.42%. During the year ended December 31, 2015, the assumption of the annual healthcare cost trend is 9.0% reduced by 1.0% decrements to an ultimate rate of 5.0% after 4 years. The amounts in the OPEB valuation represent a closed group and do not reflect new entrants after the valuation date, January 1, 2014.

NOTE 9—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, 2014 are as follows:

Balance - January 1, 2014	\$ -
Additions	14,800,000
Reductions	<u>(14,800,000)</u>
Balance - December 31, 2014	<u>\$ -</u>

NOTE 10—LONG-TERM OBLIGATIONS

Changes in Long-Term Obligations

The changes in the County’s long-term obligations for the year ended December 31, 2014 are as follows:

	Balance <u>1/1/2014</u>	<u>Additions</u>	<u>Reductions</u>	Balance <u>12/31/2014</u>	Due Within <u>One Year</u>
Bonds payable	\$ 28,040,000		\$(2,105,000)	\$ 25,935,000	\$ 2,105,000
Unamortized bond premium	<u>80,949</u>		<u>(10,793)</u>	<u>70,156</u>	<u>10,022</u>
Total bonds payable	28,120,949	\$ -	(2,115,793)	26,005,156	2,115,022
Note payable	256,734		(114,556)	142,178	112,553
Capital leases payable	<u>242,543</u>		<u>(103,000)</u>	<u>139,543</u>	<u>112,000</u>
Total governmental activities	<u>\$ 28,620,226</u>	<u>\$ -</u>	<u>\$(2,333,349)</u>	<u>\$ 26,286,877</u>	<u>\$ 2,339,575</u>

Payments on the general obligation bonds, notes payable and capital leases of the governmental activities are paid out of the General Fund.

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

General Obligation Bonds

Bonds payable at December 31, 2014 are comprised of the following individual issues:

\$37,000,000 Correctional Facility Bonds due in annual installments of \$1,850,000 through October 2027; interest at 4.25%	\$ 24,050,000
\$2,600,000 Jaffrey District Courthouse Bonds due in annual installments of \$130,000 through October 2021; interest at 3.875% - 4.85%	910,000
\$1,300,000 Correctional Facility Geothermal Project Bonds due in annual installments of \$100,000 through August 2020 and \$50,000 through August 2024; interest at 2.00% - 4.00%	800,000
\$500,000 Correctional Facility Design Bonds due in annual installments of \$25,000 through October 2021; interest at 3.875% - 4.85%	175,000
Add: Unamortized bond premium	<u>70,156</u>
	<u>\$ 26,005,156</u>

Debt service requirements to retire general obligation bonds for governmental activities at December 31, 2014 are as follows:

<u>Year Ending</u> <u>December 31,</u>	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2015	\$ 2,105,000	\$ 1,100,013	\$ 3,205,013
2016	2,105,000	1,011,740	3,116,740
2017	2,105,000	923,063	3,028,063
2018	2,105,000	834,230	2,939,230
2019	2,105,000	745,070	2,850,070
2020-2024	9,860,000	2,412,725	12,272,725
2025-2027	<u>5,550,000</u>	<u>471,750</u>	<u>6,021,750</u>
	25,935,000	7,498,591	33,433,591
Add: Unamortized bond premium	<u>70,156</u>	<u>-</u>	<u>70,156</u>
	<u>\$ 26,005,156</u>	<u>\$ 7,498,591</u>	<u>\$ 33,503,747</u>

As included on the Statement of Activities (Exhibit B), interest expense for the year ended December 31, 2014 was \$1,154,550 on general obligation debt for governmental activities.

Notes Payable

Notes payable at December 31, 2014 are comprised of the following individual issues:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

\$416,404 Water Project Upgrade Note due in annual installments of \$84,930 through July 2014 and \$82,927 through July 2015; interest at .895%	\$ 82,927
\$292,735 Wastewater Project Upgrade Note due in annual installments of \$29,626 through June 2016; interest at 0.97%. A total of \$146,367 was forgiven at the time of the initial payment	59,251
	<u>\$ 142,178</u>

Debt service requirements to retire the notes payable for governmental activities at December 31, 2014 are as follows:

Year Ending December 31,	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2015	\$ 112,553	\$ 1,317	\$ 113,870
2016	29,625	287	29,912
	<u>\$ 142,178</u>	<u>\$ 1,604</u>	<u>\$ 143,782</u>

As included on the Statement of Activities (Exhibit B), interest expense for the year ended December 31, 2014 was \$1,883 on the note payable for governmental activities.

Capital Lease Obligations

Capital lease obligations represent lease agreements entered into for the financing of building improvements. These contracts are subject to cancellation should funds not be appropriated to meet payment obligations. Amounts are annually budgeted in the applicable function.

Capital leases payable at December 31, 2014 is comprised of the following individual issue:

Building improvements, due in varying annual installments through May 2016; interest at 4.67%	<u>\$ 139,543</u>
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Debt service requirements to retire capital lease obligations for governmental activities at December 31, 2014 are as follows:

Year Ending December 31,	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2015	\$ 112,000	\$ 6,517	\$ 118,517
2016	27,543	1,286	28,829
	<u>\$ 139,543</u>	<u>\$ 7,803</u>	<u>\$ 147,346</u>

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

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

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:

Year Ending December 31,	<u>Principal</u>	<u>Interest</u>	<u>Totals</u>
2015	\$ 130,000	\$ 42,575	\$ 172,575
2016	130,000	36,790	166,790
2017	130,000	30,875	160,875
2018	130,000	24,830	154,830
2019	130,000	18,720	148,720
2020-2021	260,000	18,850	278,850
	<u>\$ 910,000</u>	<u>\$ 172,640</u>	<u>\$ 1,082,640</u>

NOTE 11—INTERFUND BALANCES AND TRANSFERS

The County has combined the cash resources of its governmental and proprietary fund types. For accounting and reporting purposes, that portion of the pooled cash balance is reported in the specific fund as an interfund balance. Interfund balances at December 31, 2014 are as follows:

	<u>General Fund</u>	<u>ARRA Fund</u>	<u>Due from:</u>		<u>Totals</u>
			<u>Nonmajor Governmental Funds</u>	<u>Internal Service Fund</u>	
Due to General Fund	\$ 1	\$ 584,750	\$ 2,159	\$ 59,786	\$ 646,695
Fiduciary Funds	<u>\$ 1</u>	<u>\$ 584,750</u>	<u>\$ 2,159</u>	<u>\$ 59,786</u>	<u>\$ 646,696</u>

During the year, several interfund transactions occurred between funds. The ARRA Fund transferred \$1,014,655 to the General Fund to acquire capital assets. Funds transferred from the Nonmajor Governmental Funds of \$1,866 to the General Fund represent administrative costs associated with a grant award.

NOTE 12—SELF INSURANCE

The County established a Health and Dental Insurance Fund (an internal service fund) to account for and finance its self-insurance program. Under this program, the Health and Dental Insurance Fund provides coverage for up to a maximum of \$75,000 annually for each individual plan participant. The County purchases commercial insurance for claims in excess of coverage provided by the fund and for all other risks of loss.

All funds of the County participate in the program and make payments to the Health and Dental Insurance Fund based on actuarial estimates of the amounts needed to pay prior and current year claims. The claims liability reported in the fund at year end is based on the requirements of Governmental Accounting Standards Board Statement No. 10, which requires that a liability for claims be reported if information is available prior to the issuance of the financial statements and the amount of the loss can be reasonably estimated. Changes in the fund's claims liability amount for the past five years are as follows:

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

Year Ending December 31,	Beginning of Year Liability	Current Year Claims and Changes in Estimates	Claims Paid	End of Year Liability
2010	\$ 111,220	\$ 2,719,547	\$(2,717,938)	\$ 112,829
2011	112,829	2,483,553	(2,494,922)	101,460
2012	101,460	2,871,784	(2,839,447)	133,797
2013	133,797	3,031,547	(3,051,613)	113,731
2014	113,731	3,215,441	(3,153,779)	175,393

NOTE 13—RESTRICTED NET POSITION

Net position is restricted for specific purposes as follows:

ARRA Medicaid funds	\$ 514,240
Donations	111,330
Correctional facility project	115,393
Miscellaneous grant funds	46
	<u>\$ 741,009</u>

NOTE 14—COMPONENTS OF FUND BALANCE

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

<u>Fund Balances</u>	<u>General Fund</u>	<u>ARRA Fund</u>	<u>Nonmajor Governmental Funds</u>	<u>Total Governmental Funds</u>
Nonspendable:				
Prepaid expenses	\$ 197,237			\$ 197,237
Restricted for:				
ARRA Medicaid funds		\$ 514,240		514,240
Donations	44,585		\$ 66,745	111,330
Correctional facility project			115,393	115,393
Miscellaneous grant funds			46	46
Committed for:				
Capital Reserves	355,655			355,655
Assigned for:				
Deeds surcharge			21,730	21,730
Reduction of 2015 tax rate	2,167,211			2,167,211
Encumbrances	59,842			59,842
Carryforward appropriations	230,498			230,498
Unassigned	<u>4,349,408</u>			<u>4,349,408</u>
	<u>\$ 7,404,436</u>	<u>\$ 514,240</u>	<u>\$ 203,914</u>	<u>\$ 8,122,590</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO BASIC FINANCIAL STATEMENTS (CONTINUED)
December 31, 2014

NOTE 15—COMMITMENTS AND CONTINGENCIES

Litigation

County officials estimate that any potential claims against the County which are not covered by insurance are immaterial and would not affect the financial position of the County.

Other Contingencies

The County participates in the federally assisted Medicaid program at the County Nursing Home. This program is subject to financial and compliance audits by the grantors or their representatives. The amount, if any, of expenditures which may be disallowed by the granting agency cannot be determined at this time; although the County expects such amounts, if any, to be immaterial.

Federal Grants

The County participates in a number of federally assisted grant programs. These programs are subject to financial and compliance audits by the grantors or their representatives. The amounts, if any, of expenditures which may be disallowed by the granting agency cannot be determined at this time, although the County expects such amounts, if any, to be immaterial.

NOTE 16—IMPLEMENTATION OF FUTURE ACCOUNTING STANDARDS

The Governmental Accounting Standards Board (GASB) has issued Statement No. 68, *Accounting and Financial Reporting for Pensions*, which the County is required to implement in the year ending December 31, 2015. Management believes that this pronouncement will have a potentially significant impact on the County's government wide financial statements. The County will have to report its estimated proportional share of the New Hampshire Retirement System's unfunded pension liability in the financial statements for the fiscal year beginning after June 15, 2014.

NOTE 17—SUBSEQUENT EVENT

During April 2015, the County issued a \$16,000,000 tax anticipation note with an interest rate of .256867%. This tax anticipation note matures on December 30, 2015.

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, 2014

	<u>Budgeted Amounts</u>		<u>Actual Amounts</u>	Variance with Final Budget - Favorable (Unfavorable)
	<u>Original</u>	<u>Final</u>		
Revenues:				
Taxes	\$ 23,121,054	\$ 23,121,054	\$ 23,121,054	\$ -
Intergovernmental	3,910,165	5,206,568	5,355,880	149,312
Charges for services	12,544,810	12,546,610	12,710,163	163,553
Interest income	5,000	5,000	9,509	4,509
Miscellaneous	383,190	383,190	399,008	15,818
Total Revenues	<u>39,964,219</u>	<u>41,262,422</u>	<u>41,595,614</u>	<u>333,192</u>
Expenditures:				
Current:				
General government	4,955,462	4,898,910	4,779,804	119,106
Public safety	7,472,380	7,472,380	7,416,339	56,041
Human services	9,178,824	9,178,824	8,938,784	240,040
Conservation	52,963	52,963	52,931	32
Nursing home	15,834,592	15,851,108	15,305,726	545,382
Capital outlay	1,257,220	1,947,405	1,969,495	(22,090)
Debt Service:				
Principal retirement	2,322,556	2,322,556	2,322,556	-
Interest and fiscal charges	1,301,571	1,301,571	1,230,157	71,414
Total Expenditures	<u>42,375,568</u>	<u>43,025,717</u>	<u>42,015,792</u>	<u>1,009,925</u>
Excess revenues over (under) expenditures	<u>(2,411,349)</u>	<u>(1,763,295)</u>	<u>(420,178)</u>	<u>1,343,117</u>
Other financing sources:				
Transfers in	517,405	1,267,060	1,252,573	(14,487)
Total other financing sources	<u>517,405</u>	<u>1,267,060</u>	<u>1,252,573</u>	<u>(14,487)</u>
Net change in fund balance	(1,893,944)	(496,235)	832,395	1,328,630
Fund balance at beginning of year				
- Budgetary Basis	<u>6,111,959</u>	<u>6,111,959</u>	<u>6,111,959</u>	<u>-</u>
Fund balance at end of year				
- Budgetary Basis	<u>\$ 4,218,015</u>	<u>\$ 5,615,724</u>	<u>\$ 6,944,354</u>	<u>\$ 1,328,630</u>

See accompanying notes to the required supplementary information

SCHEDULE 2
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Funding Progress for Other Post-Employment Benefits
For the Year Ended December 31, 2014

Actuarial Valuation <u>Date</u>	Actuarial Value of <u>Assets</u>	Actuarial Accrued <u>Liability (AAL)</u>	Unfunded AAL <u>(UAAL)</u>	Funded <u>Ratio</u>	Covered <u>Payroll</u>	UAAL as a Percentage of Covered <u>Payroll</u>
1/1/2014	\$ -	\$ 1,476,980	\$ 1,476,980	0.0%	\$ 11,675,671	12.70%

See accompanying notes to the required supplementary information

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION
December 31, 2014

NOTE 1—BUDGET TO ACTUAL RECONCILIATION

General Fund

Amounts recorded as budgetary amounts in the Schedule of Revenues, Expenditures and Changes in Fund Balances – Budget and Actual (Budgetary Basis) – General Fund (Schedule 1) are reported on the basis budgeted by the County. Those amounts differ from those reported in conformity with accounting principles generally accepted in the United States of America in the Statement of Revenues, Expenditures and Changes in Fund Balances – Governmental Funds (Exhibit D). General Fund budgetary revenues and other financing sources and expenditures and other financing uses were adjusted for encumbrances, non-budgetary revenues and expenditures and budgetary transfers as follows:

	Revenues and Other Financing <u>Sources</u>	Expenditures and Other Financing <u>Uses</u>
Per Exhibit D	\$ 42,621,383	\$ 42,003,610
Encumbrances, December 31, 2014		59,842
Encumbrances, December 31, 2013		(39,121)
Non-budgetary revenues and expenditures	(9,248)	(8,539)
Budgetary transfers	<u>236,052</u>	
Per Schedule 1	<u>\$ 42,848,187</u>	<u>\$ 42,015,792</u>

Major Special Revenue Fund

Budgetary information in these financial statements has been presented only for the General Fund as there is no adopted budget for the ARRA Fund.

NOTE 2—BUDGETARY FUND BALANCE

The components of the budgetary fund balance for the General Fund at December 31, 2014 are as follows:

Nonspendable:	
Prepaid expenses	\$ 197,237
Assigned for:	
Reduction of 2015 tax rate	2,167,211
Carryforward appropriations	230,498
Unassigned	<u>4,349,408</u>
	<u>\$ 6,944,354</u>

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO REQUIRED SUPPLEMENTARY INFORMATION (CONTINUED)
December 31, 2014

NOTE 3—SCHEDULE OF FUNDING PROGRESS FOR OTHER POST-EMPLOYMENT BENEFITS

In accordance with GASB Statement #45, *Accounting and Financial Reporting by Employers for Post-Employment Benefits Other Than Pensions*, the County is required to disclose the schedule of funding progress for each of the three most recent actuarial valuations. The County implemented the provisions of GASB Statement #45 during the year ended December 31, 2014. Accordingly, the funding progress has only been presented for the most recent actuarial valuation report. Additional disclosures will be made as the information becomes available.

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards
For the Year Ended December 31, 2014

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	Expenditures
DEPARTMENT OF AGRICULTURE		
Received directly from U.S. Treasury Department Farmer's Market and Local Food Promotion Program #12-25-G-1601-NH	10.168	\$ 37,825
Total Department of Agriculture		<u>37,825</u>
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT		
Pass Through Payments from Community Development Finance Authority Community Development Block Grants / State's Program and Non-Entitlement Grants in Hawaii #11-403-CDHS	14.228	46,890
Total Department of Housing and Urban Development		<u>46,890</u>
DEPARTMENT OF JUSTICE		
Received directly from U.S. Treasury Department Drug Court Discretionary Grant Program #2013-DC-BX-0048	16.585	65,711
Pass Through Payments from the New Hampshire Department of Justice Violence Against Women Formula Grants - Recovery Act #2014W031	16.588	30,000
Residential Substance Abuse Treatment for State Prisoners #2012RS10 #2013RS10	16.593	9,480 <u>15,022</u> 24,502
Received Directly From U.S. Treasury Department Bulletproof Vest Partnership Program #2014BUBX14072536	16.607	1,417
Pass Through Payments from the New Hampshire Department of Justice Enforcing Underage Drinking Laws Program #2012CD29 #2014CD29	16.727	850 <u>3,981</u> 4,831
Received Directly From U.S. Treasury Department Edward Byrne Memorial Justice Assistance Grant Program #2011-DJ-BX-3101 #2013-DJ-BX-0755 #2014-DJ-BX-0331	16.738	4,081 13,148 <u>63</u> 17,292
Equitable Sharing Program	16.922	<u>998</u>
Total Department of Justice		<u>144,751</u>

See notes to schedule of expenditures of federal awards

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards (Continued)
For the Year Ended December 31, 2014

Federal Granting Agency/Recipient State Agency/Grant Program/State Grant Number	Federal Catalogue Number	Expenditures
DEPARTMENT OF TRANSPORTATION		
Pass Through Payments from the New Hampshire Department of Transportation Enhanced Mobility of Seniors and Individuals with Disabilities	20.513	
#NH-65-X002		56,781
#NH-65-X003		71,687
		<u>128,468</u>
State and Community Highway Safety	20.600	
#315-14A-030		550
#315-15A-027		238
		<u>788</u>
Total Department of Transportation		<u>129,256</u>
DEPARTMENT OF HEALTH AND HUMAN SERVICES		
Pass Through Payments from the Town of New Ipswich, New Hampshire Medical Reserve Corps Small Grant Program	93.008	
#1MRCSG101005-01		1,078
Pass Through Payments from the National Association of County and City Health Officials Medical Reserve Corps Small Grant Program	93.008	
#5MRC13-1587		1,008
#5MRCSG101005-02		303
#MRC 13-1587-C		2,500
#MRC 14-1587		905
		<u>4,716</u>
Pass Through Payments from JSI, Inc. Medical Reserve Corps Small Grant Program	93.008	
#MRC 10		10,000
#MRC 153		4,729
		<u>14,729</u>
Pass Through Payments from the New Hampshire Department of Health and Human Services Public Health Emergency Preparedness	93.069	
		<u>84,338</u>
Substance Abuse and Mental Health Services - Projects of Regional and National Significance	93.243	
#1H79TI1024980-01		362,968
#SAMHSA		384,873
		<u>747,841</u>
Pass Through Payments from the New Hampshire Bureau of Drug and Alcohol Services Block Grants for Prevention and Treatment of Substance Abuse	93.959	
#95846502 SFY 14		40,748
#95846502 SFY 15		34,522
		<u>75,270</u>
Total Department of Health and Human Services		<u>927,972</u>

See notes to schedule of expenditures of federal awards

SCHEDULE I
COUNTY OF CHESHIRE, NEW HAMPSHIRE
Schedule of Expenditures of Federal Awards (Continued)
For the Year Ended December 31, 2014

Federal Granting Agency/Recipient State Agency/Grant Program/State <u>Grant Number</u>	Federal Catalogue <u>Number</u>	<u>Expenditures</u>
DEPARTMENT OF HOMELAND SECURITY		
Pass Through Payments from the New Hampshire Department of Safety		
Emergency Management Performance Grants #2013-EP-00057-S01	97.042	<u>24,937</u>
Homeland Security Grant Program	97.067	<u>187,786</u>
Total Department of Homeland Security		<u>212,723</u>
Total Expenditures of Federal Awards		<u>\$ 1,499,417</u>

See notes to schedule of expenditures of federal awards

COUNTY OF CHESHIRE, NEW HAMPSHIRE
NOTES TO SCHEDULE OF EXPENDITURES OF FEDERAL AWARDS
December 31, 2014

NOTE 1—GENERAL

The accompanying Schedule of Expenditures of Federal Awards presents the activity of all federal financial assistance programs of the County of Cheshire. The County's reporting entity is defined in Note 1 of the County's basic financial statements.

NOTE 2—BASIS OF ACCOUNTING

The accompanying Schedule of Expenditures of Federal Awards is presented using the modified accrual basis of accounting, which is described in Note 1 of the County's basic financial statements.

NOTE 3—SUBRECIPIENT AWARDS

Certain funds are passed through to subrecipient entities by the County. Expenditures incurred by the subrecipients and reimbursed by the County are presented in the Schedule of Expenditures of Federal Awards. During the year ended December 31, 2014, the County recognized federal expenditures of \$441,439 incurred by subrecipients of the Substance Abuse and Mental Health Services – Projects of Regional and National Significance grants (CDFR #93.243).

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	\$ 1,449,663
Nonmajor Governmental Funds	<u>49,754</u>
	<u>\$ 1,499,417</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, 2014, 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 May 1, 2015.

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
May 1, 2015

**REPORT ON COMPLIANCE FOR EACH MAJOR FEDERAL PROGRAM
AND REPORT ON INTERNAL CONTROL OVER COMPLIANCE**

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 Circular A-133 Compliance Supplement* that could have a direct and material effect on each of the County of Cheshire, New Hampshire's major federal programs for the year ended December 31, 2014. The County of Cheshire, New Hampshire's major federal programs are 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 the requirements of laws, regulations, contracts, and grants applicable to its federal programs.

Auditor's Responsibility

Our responsibility is to express an opinion on compliance for each of the County of Cheshire, New Hampshire's major federal programs 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 OMB Circular A-133, *Audits of States, Local Governments, and Non-Profit Organizations*. Those standards and OMB Circular A-133 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 each 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 each of its major federal programs for the year ended December 31, 2014.

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 each major federal program to determine the auditing procedures that are appropriate in the circumstances for the purpose of expressing an opinion on compliance for each major federal program and to test and report on internal control over compliance in accordance with OMB Circular A-133, but not for the purpose of expressing an opinion on the effectiveness of internal control over compliance. Accordingly, we do not express an opinion on the effectiveness of the County of Cheshire, New Hampshire's internal control over compliance.

A deficiency in internal control over compliance exists when the design or operation of a control over compliance does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, noncompliance with a type of compliance requirement of a federal program on a timely basis. *A material weakness in internal control over compliance* is a deficiency, or combination of deficiencies, in internal control over compliance, such that there is a reasonable possibility that material noncompliance with a type of compliance requirement of a federal program will not be prevented, or detected and corrected, on a timely basis. *A significant deficiency in internal control over compliance* is a deficiency, or a combination of deficiencies, in internal control over compliance with a type of compliance requirement of a federal program that is less severe than a material weakness in internal control over compliance, yet important enough to merit attention by those charged with governance.

Our consideration of internal control over compliance was for the limited purpose described in the first paragraph of this section and was not designed to identify all deficiencies in internal control over compliance that might be material weaknesses or significant deficiencies. We did not identify any deficiencies in internal control over compliance that we consider to be material weaknesses. However, material weaknesses may exist that have not been identified.

The purpose of this report on internal control over compliance is solely to describe the scope of our testing of internal control over compliance and the results of that testing based on the requirements of OMB Circular A-133. Accordingly, this report is not suitable for any other purpose.

Vachon Clukay & Company PC

Manchester, New Hampshire
May 1, 2015

**County of Cheshire, New Hampshire
Schedule of Findings and Questioned Costs
Year Ended December 31, 2014**

Section I—Summary of Auditor’s Results

Financial Statements

Type of auditor’s report issued: Unmodified- all reporting units
 Internal control over financial reporting:
 Material weakness(es) identified? _____yes X no
 Significant deficiency(ies) identified
 not considered to be material weaknesses? _____yes X none reported
 Noncompliance material to financial statements noted? _____yes X no

Federal Awards

Internal Control over major programs:
 Material weakness(es) identified? _____yes X no
 Significant deficiency(ies) identified
 not considered to be material weaknesses? _____yes X none reported

Type of auditor’s report issued on compliance
 for major programs: Unmodified

Any audit findings disclosed that are required
 to be reported in accordance with
 Circular A-133, Section .510(a)? _____yes X no

Identification of major programs:

CFDA Number(s)	Name of Federal Program or Cluster
93.243	Substance Abuse and Mental Health Services - Projects of Regional and National Significance
97.067	Homeland Security Grant Program

Dollar threshold used to distinguish between Type A and Type B program: \$ 300,000 .

Auditee qualified as low-risk auditee? _____yes X 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 as defined under OMB Circular A-133 .510(a).

MINUTES
Cheshire County Delegation
Executive Committee Meeting
Monday, January 06, 2014
Department of Corrections, 825 Marlboro Road, Keene, NH

PRESENT: Representatives Hunt; Eaton, Weed, Johnson, Tatro, Berch, Mann, Commissioners Pratt, Zerba, and Rogers; Administrator Wozmak, Finance Director Trombly, Assistant County Administrator Bouchard, IT Director Hummel, HR Director Hurley.

ABSENT: Representatives Emerson and Butynski

Chair Hunt opened the meeting at the 9:06 AM.

At the opening of the meeting, there was a unanimous vote to recognize the public service of Representative Delmar Burridge for his years of service to the House. Rep. Burridge resigned this week due to his teaching career at River Valley Community College.

Finance Director Trombly presented a detailed budget overview consistent with the budget letter that accompanied the Commissioners' proposed budget. At 9:21 AM, the review of the IT budget began. Director Hummel presented a verbal list of the items that are increased over last year and explained the reasons for the increases. The increases related to support services necessary to maintain the infrastructure and support the 180 system users. The following information was submitted to the Commissioners for justification for the request of an additional FTE for the IT department:

2014 Personnel Change Request - Information Technology Department

Department Overview:

Department responsibilities include;

- Data / Cyber Security planning and implementation / System and Data Security
- Contingency Planning / Disaster Recovery
- Municipal Mobile Data Terminal Support (Sheriff / Police Departments)
- Current Technology Research and Development
- Data Analysis / Data Backup and Restore
- Hardware and Software Consultation, implementation
- Hardware and Software Maintenance and Support
- Hardware and Software Support Contract Management
- Helpdesk Support – Five (5) Campus Configuration
- Inventory Management
- IT Project Management
- License Tracking
- System and Network Design and Integration
- Telecommunications Implementation, Maintenance and Support
- Telephone System Implementation, Maintenance and Support
- User Training
- Web Development and Support

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Cheshire County Delegation
Executive Committee Meeting
Monday, January 06, 2014
Department of Corrections, 825 Marlboro Road, Keene, NH

State of the Department – 2013 - 2014:

The County IT department current has three (3) full-time employees assigned across four (4) physical locations utilizing five (5) networks. (Sheriff's department is being established as a separate network within the Keene infrastructure due to heightened security requirements needed to meet State and Federal Security Guidelines).

The County IT department has taken on a number of significant new projects in the past twenty-four (24) months, including implementing a multi-year revamp of the County's decade's old network that has been pieced together over the last thirteen years. This includes the completion of a complete redesign of the topology of the existing network structure and the segmenting of the County into a five (5) campus model that brings redundancy and security to each campus. Major changes have been accomplished but there is still much work to be done.

Major initiatives include the re-bidding of all network data connections to bring network costs down and to improve speed and quality of service. These changes are currently being planned and implementation will begin later in this year and into 2014.

The enormous increase in cyber-attacks on the County network infrastructure in the past two (2) years has required a completely new, far more sophisticated approach, to network security in order to safeguard the important financial, personal, resident, and legal information that the County is tasked to protect. These attacks and the requirements to safeguard County information resources that meet the greatly the expand security requirements from the Federal government (HIPAA, FBI, and DOJ) as well as the NH Department of Health and Human Services (DHHS) and NH State Police for the County systems has required a large number of resources that were not previously required or budgeted.

The development and very successful launch of the Municipal Police Department Mobile Data Terminal project (MTD) that places laptops into the municipal Police Department cruisers. This project is expected to continue growing over the next 2-3 years and will require greater resources to build, maintain and manage. This project provides a way for the smaller towns in the County to interact directly with County Dispatch and greatly increases officer safety.

The continuing automation requirements of all departments for new hardware and software systems. The pace of automation within the County is increasing and is directly attributable to a number of years of flat line budgets that cause department managers to creatively figure out how to do more with few FTE's.

Financial Realities / Workload Ratios

The increasing pace of technological change has severely challenged a small already overburdened staff. The County ratio of IT staff to users is approximately twice what is

MINUTES
Cheshire County Delegation
Executive Committee Meeting
Monday, January 06, 2014
Department of Corrections, 825 Marlboro Road, Keene, NH

considered to the norm. (Currently three (3) IT Staff supporting approximately 440 staff members)

The County IT Budget as a ratio to the overall County budget is approximately .0097%. This compares to an industry average of 5-9% of the overall budget for most private firms. As a comparison the City of Keene which has approximately the same number of the users and funds the Information Management Systems department (IT) at 3.2% of the City of the overall city budget. The City IMS department also has seven (7) assigned personnel.

New Projects / Workload Currently Planned or Being Implemented in 2013-2014.

- Expansion / Update of the Maplewood Electronic Charting System (ECS) to include an Accounts Receivable software Module
- Expansion project for ECS to include faxing prescription medication orders
- Maplewood – medical records documentation scanning / archiving project
- Mandatory system upgrade from Windows XP and Server 2003 due to end-of-life of products. Re-training of staff will be needed.
- Countywide – Upgrade of Microsoft Office from Office 97 to Office 2010.
- Design, configure, and implement new in-house Email server to meet the growing needs of the County.
- Operational support and Maintenance of new wireless medication dispensing carts and software
- Upgrade of Sheriff's main Dispatching software program (IMC)
- On-going upgrades and support of the Sheriff's new Mobile Command Post

Request for additional FTE:

Based on the growing IT needs of the County and the lack of available resources to answer those needs, **an additional Full-Time FTE for the Information Technology Department is requested.** The new FTE would be heavily utilized at the Department of Corrections, Keene, and Maplewood sites and will cross train with personnel at all sites.

Additionally, the following synopsis of IT projects and justification for the FTE request was presented to the delegation at the January 6, 2014 delegation meeting;

Orientation to the specialty hardware and software applications will take 6 months of training.

Backlogged and projected IT projects in 2014:

1. Mandatory upgrade from Windows XP (2003) for all users with significant re-training of all users.
2. Installation of new Keene phone system.
3. Expansion of Maplewood electronic charting system to include Accounts receivable and prescription medication orders.

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Cheshire County Delegation
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Department of Corrections, 825 Marlboro Road, Keene, NH

4. Upgrade Microsoft office from Office 97 to Office 2010.
5. Finalizing the computer system in the Sheriff's new Mobile Command Post.
6. Implement new secure email server to comply with HIPPA security requirements such as encryption.

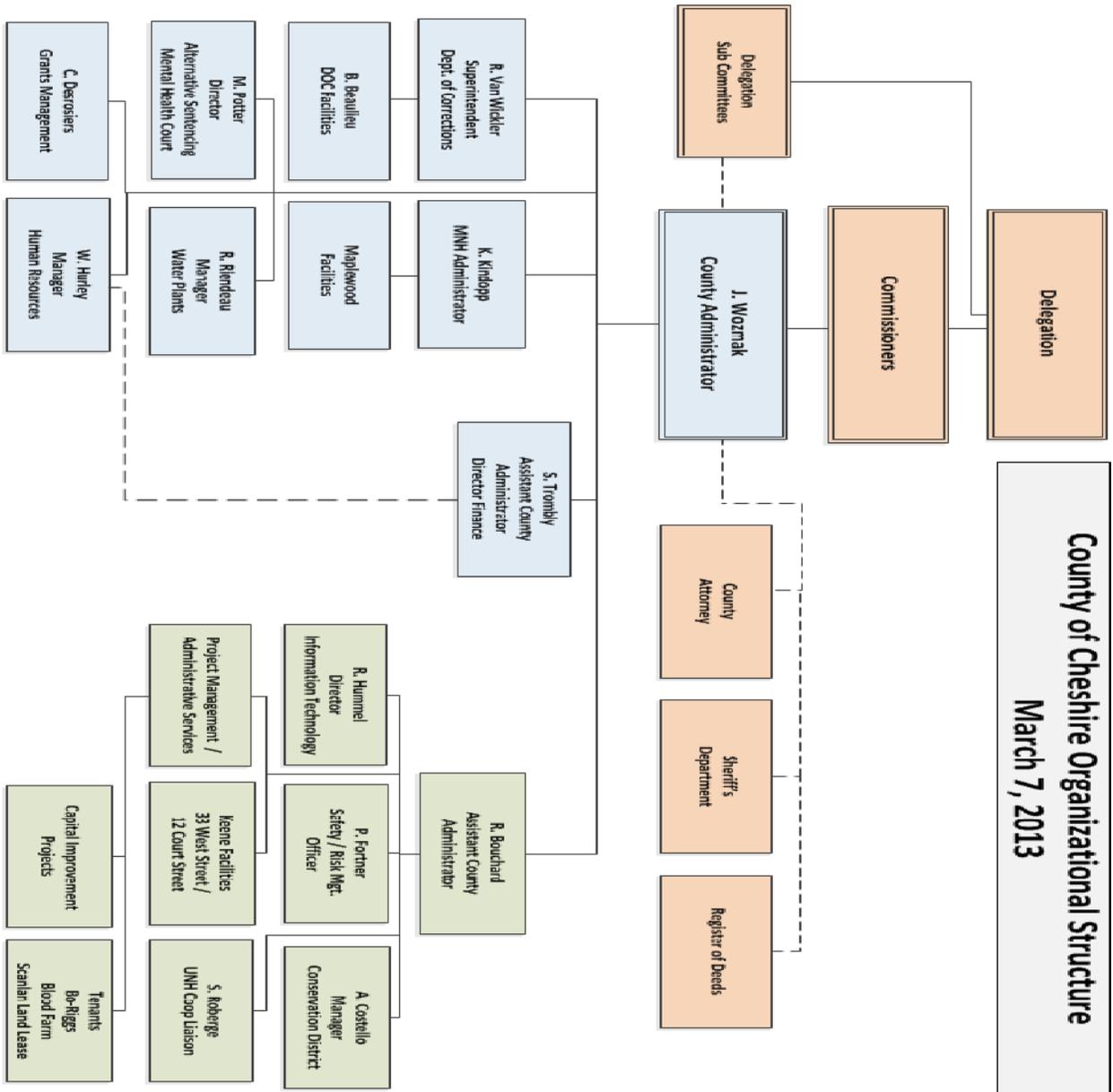
After much debate, questions and discussion, **Rep. Eaton made a motion to adopt the recommendation of the Commissioners to add one FTE to the IT department and to authorize them to advertise immediately for this position. The motion was seconded by Rep. Berch and the motion passed unanimously.**

The Executive Committee next took up the Commissioners budget and County Administrator Wozmak described the reorganization of the Facilities Department. Wozmak had distributed a memo on March 6, 2013 and organizational chart to the Executive Committee in advance of this meeting. The memo contained the following explanation: *“Over the past several years, staff has communicated to the Commissioners an interest in reorganizing the Facilities Department primarily by having the Maplewood portion of Facilities report directly to the nursing home administrator. This topic was initially brought up more than ten years ago by the nursing home administrator and most recently within the operational report conducted by Premier Health that was part of the 1st Compendium Regarding Maplewood Nursing Home.*

Due to the tenure of the then Facilities Manager, the Commissioners were reluctant to support a reorganization. However, in early 2013 the Facilities Manager announced his intention to retire. This set the stage for reorganization. The Commissioners discussed and approved a reorganization that separated the Facilities Department into Maplewood Facilities and the Administration Building/Courthouse Facilities. These changes are budget positive in that the spending after the reorganization is less than before the reorganization. The expectations from the Commissioners were that this reorganization was to be budget neutral and that it would not cause a request for an additional FTE.

The reorganization is reflected in the organizational chart below that was approved by the Commissioners at their meeting on March 6, 2013.

MINUTES
Cheshire County Delegation
Executive Committee Meeting
Monday, January 06, 2014
Department of Corrections, 825 Marlboro Road, Keene, NH



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Department of Corrections, 825 Marlboro Road, Keene, NH

As you will see in your 2014 budget book, previously we expended a grand total of \$124,533 for the Facilities Manager and Project Manager/Asst. County Administrator. After the reorganization, the total spent is \$121,919. This reorganization has been extremely well received by all and has allowed projects both at the nursing home as well as the Keene campus to proceed more quickly and with better follow-up. Thus, there has been a significant operating benefit while at the same time reducing expenditures. This is just for your information as you approach your budget meetings so that you are aware of the budgetary shift of some expenses.”

The revised job descriptions that resulted from the organizational change for the County Administrator, Director of Finance, the new Assistant County Administrator position, and the revised Maplewood Facilities Manager positions were then discussed.

The organizational chart was passed around from Rep. Hunt to others for review.

Within the Commissioners budget is \$2,500 for the Greater Keene Chamber of Commerce contribution towards the Workforce Development Coordinator position that the County has participated in funding for approximately 10 years. The Executive Committee would like to hear from the Chamber what the \$2,500 is used for as they deliberate over whether to continue funding this amount for this purpose.

The Grants Manager presented a summary of the nearly \$5 million in grants that she is currently managing. A grade change and a modest increase in salary was approved on the basis that the program has grown far more than anticipated and she is now in the position of having to use some of the grant administration fees to hire part-time assistants to manage some of the grant functions in terms of data entry, quarterly reports and initial research in order to free her up to write more grants. She has a goal of adding an additional \$750,000 in grants in 2014. County Administrator Wozmak requested confirmation that the Commissioners may continue to hire grant funded positions as necessary in order that the grants can be successfully administered. Wozmak was particularly concerned that we avoid the appearance that we are creating additional positions under the guise of grant funding. Rep Hunt and the Executive Committee remained clear that the of hiring temporary, grant-funded assistants or other necessary grant funded personnel was not something that required Executive Committee approval provided that it is clear that such position/hires end when grant funds are exhausted.

The Human Resources budget was then reviewed and no changes were made.

Administrator Wozmak then suggested that the Farm sub-committee might be re-constituted to consider the options for the Blood farm, the old jail building and the farm lease that will be coming up for renewal. This suggestion to renew the Farm committee will be pursued with previous chair of the sub-committee Rep. Sad.

The Human Services budget was then reviewed and no changes were made.

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Cheshire County Delegation
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Monday, January 06, 2014
Department of Corrections, 825 Marlboro Road, Keene, NH

Director Trombly then presented two (2) requests for personnel grade changes within the finance department. A request to move the Payroll Coordinator position from a grade 4 to a grade 5 was made and a second request to move the Medicaid Billing position from a grade 3 to a grade 4 was also presented. Trombly stated that both positions have experienced significant increases in responsibilities over the past few years and the grade change requests would recognize the added job requirements and responsibilities the positions. Rep. Hunt asked if this was the beginning of seeking increases for other staff members within the department. Trombly said that it was not the case and both of these adjustments were the only personnel changes that she anticipated for the foreseeable future. Following a lengthy discussion the Committee voted to advance a recommendation to increase the positions as requested to the full delegation.

The County Treasurer budget was then reviewed and no changes were made to the budget.

Chair Hunt made a motion to adjourn and the motion passed unanimously.

Respectfully Submitted,

Rep. Jane Johnson, Clerk Pro Tem

**Cheshire County Delegation
Executive Committee Meeting
January 13, 2014**

**Maplewood Nursing Home
201 River road, Westmoreland, NH**

PRESENT: Representatives Hunt, Eaton, Butynski, Sad, Tatro, Berch, Mann. Commissioners Pratt, Zerba, and Rogers; Administrator Wozmak, Finance Director Trombly, MNH Administrator Kindopp, and Assistant County Administrator Bouchard. **ABSENT:** Representatives: Robertson, Weed, Emerson, and Johnson

Executive Committee Chairman Rep. Hunt opened the meeting at 9:15am. The purpose of this budget meeting is to review the 2014 proposed budget for Maplewood Nursing Home. In addition to selected line-by-line budget reviews, there was specific questions regarding the following:

Harmony Healthcare consulting contract to help us maximize our reimbursement rates and to obtain the highest practical RUG score. The conclusion was that it was cost-effective to pay Harmony to provide this service as it has significantly increased our skilled rate of reimbursement. Going forward, emphasis will be placed on maximizing our Medicaid reimbursement rate.

There was discussion about the marketing of MNH and a review of the type of advertising we use. Two representatives suggested that we consider the opportunity for a cell tower on county property. Assistant County Administrator Bouchard said he would look into this. There was also discussion about what it would take to have Wi-Fi available within the nursing home. Bouchard will evaluate the costs.

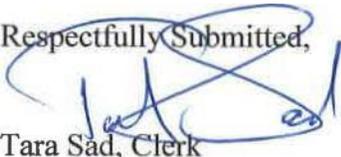
There was extended discussion about how the lower use of psychotropic medications affects staffing. The use of drugs to control behavior does lessen the need for higher staffing. In an environment such as Maplewood, we seek to minimize the use of psychotropic drugs but this does cause us to increase staffing to engage in behavioral modification activities and a higher number of interactions, such as one-on-ones with difficult residents.

Administrator Wozmak mentioned that he was negotiating a lower fee from Honeywell for certain fire protection and building management services. The MNH capital budget was reviewed. There was discussion regarding the need for the replacement of the dryers in laundry and the potential safety hazard posed by the current arrangement. Facilities Manager Harrison also spoke of the need to replace the DA Tank in the boiler room and given its expense, he suggested that the Executive Committee view the equipment. Hunt, and others, agreed to view the damaged tank. There was also discussion about the domestic hot water supply issues that have been long-standing.

Finance Director Trombly noted that the budget for revenue for the nursing home has improved at least for the first six months of 2014 with the recent increase in daily Medicaid rate. This will add approximately \$180,000.00 to the proposed budget.

There was no other discussion and the meeting was suspended until next Monday at 9 AM.

Respectfully Submitted,



Tara Sad, Clerk

**Cheshire Count Delegation
Executive Committee Minutes
January 27, 2014
Department of Corrections
825 Marlboro Road, Keene, NH**

PRESENT: Representatives Sad, Johnson, Tatro, Butynski, Weed, Berch, and Mann. Commissioners Pratt and Zerba; Administrator Wozmak, Finance Director Trombly, County Attorney McLaughlin, and Assistant County Administrator Bouchard.

ABSENT: Representatives: Eaton, Emerson, Lerandean, Sad, and Chase

Executive Committee Chairman Hunt opened the meeting at 9:10AM. The budget review meeting today is for the County Attorney, Corrections and Sheriff.

County Attorney Chris McLaughlin presented an overview of his department. In addition to a line-by-line review of his budgets there was discussion about the use of the Karpel case management software system purchased several years ago using grant funds. There was a discussion about changing the position of Office Manager from hourly to salaried. After discussion this change will be advanced to the full delegation without change.

There was discussion about his interest in bringing on an AmeriCorps volunteer, which would cost the county \$2,000 in 2014, but \$6,000 over a two-year period. This volunteer would work with the Victim-Witness advocates as they have been understaffed due to the elimination of a position a couple years ago. The advocates primarily work in Superior Court. The money for the AmeriCorps position would be allocated to the Regional Prosecutor Program potentially.

HOC Superintendent Van Wickler next presented the jail budget and provided statistics of interest noting that bookings are at 1,076 in 2013, down from 1,300 from 2012. There was discussion about the Worker's Compensation claims experience at the jail vs. the nursing home. The nursing home has a claims rate approximately 10x that of the jail. There was discussion about the request to reinstate the position of Director of Training, which was previously given up as a budget concession but which is sorely missed. The duties of this position were explained and the request advanced without change. There was discussion about how corrections officers become certified and how we contribute instructors to the NHAC for this purpose.

There was discussion about the slowdown of federal inmates and how federal hold policy has changed somewhat due to budget changes at the federal level. There was discussion about the increasing number of drug-related deaths and the increase in heroin seen locally. The Committee asked questions about the role of alcohol counselors in the jail and their workload and the impact of the Drug Court on recidivism. They reviewed the transport figures for 2013, which were 130 in number.

The Sheriff's budget was reviewed next. There was a discussion about the bailiffs that are increased in number due to the new courthouse but most of which is budget neutral due to

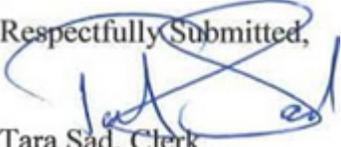
Supervisor on the night shift combined with the addition of a .5 FTE for added coverage. They asked him to compromise on his request for additional staffing. There was discussion about the vests they purchase, the need for rifles and pistols and how the department will begin to provide Sullivan with police coverage and the town will reimburse the County for this expense.

There was much discussion about the concept of a joint study to examine the police dispatch arrangement that are provided by the Sheriff and also the City of Keene for their officers. The City and the County managers have discussed whether it would be timely and useful to conduct a study to see whether a combined dispatch center is advisable or whether Keene should remain separate from the County service. This dovetails with the renovation of the old courthouse in that if dispatch were to be moved or expanded, a study should be done to make sure that the best practices were known.

There was significant concern expressed by several Representatives regarding the negative impact that changes to dispatch would have to the County budget and the taxpayers. They felt it would be a lose-lose in that expenses would go up, taxes would go up and the services provided would essentially be unchanged except that the City of Keene budget would go down since they would not be operating their police dispatch center. Hence, the City saves and the County pays. Others noted that the City operates its own police dispatch voluntarily and could simply ask the County to provide this service, given that it is currently county-funded service to all of the other municipalities within the county. Rep. Hunt was against spending on such a study along with Rep. Tatro and Johnson. Commissioner Pratt felt that they should have their "County" hat on and not acting as a town representative; that this issue was a county-wide issue and should be distanced from the tax impact on any individual town. However, at the conclusion of the study, two (2) Representatives voted in favor of funding the study and six (6) Representatives voted against funding.

The Sheriff advised the Committee of the storage arrangements with C&S for the Mobile Command Post. The Committee supported having the Sheriff send a letter of thanks to C&S.

The following adjustments to the budget were made at this meeting: The meeting was suspended at 12:31PM.

Respectfully Submitted,

Tara Sad, Clerk

**Cheshire County Delegation
Executive Committee Meeting
February 3, 2014
825 Marlboro Road, Keene, NH**

PRESENT: Representatives Hunt, Eaton, Robertson, Weed, Butynski, Johnson, Sad, Tatro, Berch, Mann, Commissioners Pratt, Zerba, and Rogers; Administrator Wozmak, Finance Director Trombly, and Assistant County Administrator Bouchard.

ABSENT: Representative Emerson

At 9:08 AM, Chair Hunt opened the meeting to receive the funding requests from the outside agencies. Management (Executive Director Cathy Sorenson) and key staff from Home Healthcare, Hospice and Community Services appeared to discuss their request for \$103,000. It was noted that as among all of the outside agencies, they seem to have the strongest balance sheet. The Executive Director and Finance Director for HCS spoke to the need to have reserves due to extreme cash flow variations in federal reimbursement programs. Also discussed was the impact that long-term care insurance has had on their operation. After discussion, Rep. Eaton moved to increase the appropriation to \$75,000 from the Commissioners proposed budget amount of \$55,000. It was suggested that the Committee deal with this motion when the Committee deals with the entire budget and the motion was withdrawn.

Monadnock Center for Violence Prevention request was presented by Director Robin Christopherson. They are looking for a continued subsidy of their offices in the basement of the old courthouse. The reduction of 11% in Cheshire County usage was discussed. CHINS Diversion/Juvenile Conference Committee funds request was presented by Bill Prokop, the Assistant City Manager and Human Services Director who explained the grant requests. CHINS is seeking \$15,600 and the JCC \$7,500.

The Keene Community Kitchen with Phoebe Bray presented a request for \$12,500. Bray spoke of the need to cuts in SNAP and non-extension of unemployment benefits. She spoke of the wonderful donations from restaurants and stores. The reduction in some foundation grants was discussed. The differences between town pantries and the Food Pantry were discussed. Monadnock Developmental Services request for \$31,200 was discussed against the Commissioners Proposed budget amount of \$29,000. Carole Brown did a recap of the program (Family Respite Services). They provided services to 118 families in Cheshire County. They want to increase services to 145 families.

Monadnock Family Services requested \$65,000 and the Commissioners proposed Budget is for \$60,000. Katherine Cook spoke to the services they provide; from Acute Care Services and Emergency Access to Care. In addition, they offer short-term counseling throughout the county and 24-hour delivery of care. In terms of the substance about treatment provided, it was noted that the number of treatments given is critical to the success of the services. The administrative changes were described. Finances are still very tight.

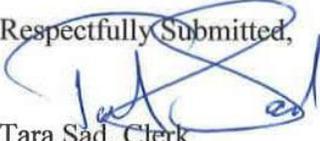
Monadnock Region Child Advocacy request was presented by Christine Palestino who gave a brief outline of their services and staffing. The Committee requested financials for 2013. The Committee decided that decisions as to the 2014 funding will be deferred until staffing and audited financial are satisfied. It was noted that the age of those served ranged from 3 to 17. They have requested \$5,000.

UNH Cooperative Extension Service request was presented by Steve Roberge who described the funding breakdown with the State and the University of New Hampshire. The impact of the 2014 Farm Bill, the EAB; Asian Long-horned beetle infestation were discussed.

At noon the Executive Committee reviewed the outside agency requests and the current reductions/additions to the budget. The motion to raise HCS to \$75,000 was re-visited. The motion to increase the HCS appropriation was withdrawn.

Salaries of elected officials was discussed. The Committee was given a list of the current salaries of the elected officials. The Committee will review these salaries for discussion at a subsequent meeting.

The meeting was suspended at 12:20 PM.

Respectfully Submitted,

Tara Sad, Clerk

**Cheshire County Delegation
Executive Committee Meeting Minutes
February 10, 2014
825 Marlboro Road, Keene, NH**

PRESENT: Representatives; Hunt, Eaton, Robertson, Weed, Butynski, Johnson, Sad, Tatro, Berch, Mann, Commissioners Pratt, Zerba, and Rogers; Administrator Wozmak, Finance Director Trombly, and Assistant County Administrator Bouchard.

ABSENT: Representative Emerson

Chair Hunt opened the meeting and Register of Deeds Anna Tilton presented her budget. Printing and binding of was discussed. Scanning old books, etc., is the reason for the increase in this line. Although they are running out of space, Ms. Tilton explained that she will be binding books differently that will allow for more records to be copied and bound using less space. Carrying this project through will mean that they will be able to live within their current physical space for years to come. She also discussed the Tapestry software and the issue of redacting Social Security numbers from new and old records. She asked to make a wage adjustment for a couple of employees that she feels are not making a high enough wage. Those adjustments would cost \$3,500 and while this request came in too late to be part of the Commissioners Proposed Budget, they did not raise any objection to her bringing these adjustments before the Executive Committee. After discussion, Tilton agreed to reduce her budget by \$1,000 to mitigate the impact of the wage adjustments. She indicated that this reduction could come from outside services. **Rep. Berch move to authorize the wage adjustments requested and the motion was seconded by Rep. Mann. Voted unanimously by voice vote.**

The facilities budget was reviewed next. The old jail was discussed. The elevator has been decommissioned and the building is basically dead and without power. Wozmak reported that the roof continues to leak as the building deteriorates and the leaks have caused the ceilings to fall in several areas of the building. As the ceilings have fallen, it has damaged the overhead electrical components and lighting. During the installation of the new emergency power generator for the wastewater plant, it was necessary to remove the main line feeding the jail to install a new, safe, panel outside the building in order to get power to the generator. Due to the internal conditions of the building the electrical contractor was unwilling to re-energize the panels out concern for safety.

The water treatment plan budget is up due to pump problems with the aging equipment as well as expenses related to separating the phone/alarm lines from the old jail.

The farm was discussed and the revenue more than offsets maintenance costs. The Blood Farm was discussed as a follow-up to the Delegation meeting in December. The committee heard about the RFP for Real Estate Services under review by the Commissioners.

The (old) Courthouse was discussed. The overall budget is down due to reduced occupancy expenses but in the budget is an allocation for new tools and a carpet machine. The County Administration building was discussed. In addition to general discussion about water, fuel and dumpsters, the Honeywell contract was discussed extensively as there are

growing concerns about both service and cost. Wozmak assured the Committee that staff was working on an extensive evaluation and scoping out a transition plan to begin to release the hold that Honeywell has on all buildings and building management services.

The Alternative Sentencing/Mental health Court program was discussed with Director Michael Potter. He said his budget is down somewhat and discussed the services and the success rate of the program.

The Conservation Commission was next reviewed with Amanda Littleton presenting. She explained the difference between her entity and the Cooperative Extension. She handed out their financial statement and discussed their 50% NRCS (Natural Resources Conservation Service) partner. They focus on water and soil protection and pollinator habitat. Amanda is a county employee but the program costs are not part of the county budget.

There was a discussion about the budget and the Maplewood Task Force and the possibility to add \$40,000 to come from Pro-Share funds to pay for a feasibility study. There was discussion about the timing of the public input sessions and the Task Force report to the Delegation.

There was a renewed discussion about the previously rejected request for \$20,000 to be placed in the budget to fund a study of the police dispatch system in collaboration with the City of Keene, conditioned upon their contribution of \$20,000 in matching funds. There was discussion about the potential for merging the two police dispatch centers (Keene and the County) and whether there would be any real efficiencies. Also discussed were issues of control and management as well as the political issues with an elected Sheriff. **Much discussion ensued. Rep. Eaton moved to add \$20,000 to the budget to perform a study of the dispatch center. The motion was seconded by Rep. Berch. Upon a roll call vote, the motion passed by a vote of 7 to 3.**

A decision was made by the Committee to keep the Child Advocacy funding intact and take other action if they fail to come in with staffing and financial information.

The outside agencies were discussed. Rep. Mann moved to accept and adopt the Commissioners recommendations for the outside agencies. The motion was seconded by Rep. Eaton and the motion passed unanimously.

There was discussion about utilizing \$250,000 of the ARRA funds already received in order that some initial renovations can be made to the old courthouse to allow re-populating it with county offices. These funds will primarily be used for services related to tele-data wiring, paint and carpet and other non-structural tasks that will allow the Sheriff's department to move one level up and to allow the County Attorney's office to populate on one floor; moving some staff up out of the basement area. The basement area will then be taken over by the existing operation of Monadnock Center for Violence Prevention.

This \$250,000 comes out of a total pot of about \$1.3 million of ARRA funds. Chair Tatro said that he will appoint a sub-committee to deal with more substantive renovations. Wozmak said he would keep the committee informed of progress and expenditures. **After discussion, Rep.**

Butynski moved to appropriate up to \$250,000 for initial renovations to the old courthouse. Rep. Eaton seconded the motion and the motion passed upon a unanimous vote.

In a follow-up to an earlier budget discussion regarding Honeywell, Wozmak reported that he will be reducing the Honeywell budget line by \$20,000. He also reported that Primex will be giving the County two discounts due to our positive loss history. The amounts will be \$6,581 for Worker's Compensation and \$4,039 for Property and Liability coverage.

The new bottom line Executive Committee budget was new \$41,909,746 with taxes to be raised of \$23,121,054. Rep. Butynski moved to accept these numbers and the motion was seconded by Rep. Eaton. Upon a unanimous vote, the motion passed.

Next discussed was the elected official salary recommendations of the Commissioners. The Commissioners presented their list and Rep. Eaton moved to amend by reducing the Treasurer's salary by \$2,000 to a new amount of \$3,000. He further moved that the Register of Deeds salary remain fixed at its current level. The motion was seconded by Rep. Johnson and the roll call vote saw the motion pass by a vote of 8 to 2. All other salaries will be as proposed.

Rep. Robertson moved to reconsider the Register of Deeds salary, seconded by Rep. Weed. Upon a roll call vote, the motion to reconsider failed by a vote of 4 to 6. Therefore the salaries are as follows:

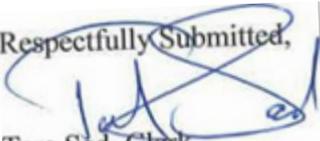
Commissioners:	\$10,000.00
Treasurer:	\$ 3,000.00
Deeds:	\$55,600.00
Attorney:	\$78,000.00
Sheriff:	\$55,000.00

Upon a voice vote, the salaries of the elected officials for January 2015 were passed by a majority with one nay vote.

Regarding the budget review for the 4th quarter, after a brief report and discussion by Finance Director Trombly, Rep. Sad moved to accept the report, seconded by Rep. Eaton. The motion passed unanimously.

A decision was made to hold the Delegation meeting on March 17th at 7 PM in the former Jury Assembly room of the old Courthouse in order for the Delegation to pass the County Budget for 2014.

There being no other business to come before the Committee, the meeting was adjourned.

Respectfully Submitted,

Tara Sad, Clerk

**County of Cheshire
Delegation Meeting
March 17, 2014
Old Courthouse, Jury Assembly Room
12 Court Street
Keene, NH 03431**

PRESENT: Representatives; Eaton, Robertson, Parkhurst, Butynski, Leraudeau, Roberts, Johnson, Sad, Weber, Chase, Johnsen, Tatro, Ames, Berch, Ley, Phillips, Shepardson, and Young.
Commissioners Pratt and Rogers; Administrator Wozmak, Finance Director Trombly, and Assistant County Administrator Bouchard.

ABSENT: Representatives Hunt, Weed, Emerson, Mann

Delegation Chair Tatro opened up the meeting at 7:00 PM and recognized Rep Eaton for a motion. **Rep. Eaton moved to accept and adopt the Executive Committee proposed budget for 2014 in the amount of \$41,909,746.** The motion was seconded by Rep. Weber. Discussion followed with Rep. Robertson moving to add five-thousand dollars (\$5,000.00) to the budget to provide funding for the 100 Nights Shelter. The amendment was seconded by Rep. Phillips. Rep. Shepardson asked about the total operating budget of the shelter and was told by shelter Executive Director Mindy Cambiar it was around one-sixty thousand dollars (\$160,000.00) County Finance Director Trombly said that adding five-thousand dollars (\$5,000.00) to the budget would cause an increase in taxes to be raised by three-thousand four hundred seventeen dollars \$3,417.00). County Commissioner Pratt spoke to the amendment saying that while he very much appreciates the mission and services that the shelter offers, he feels that it could set a precedent to allow an outside agency to come in at this late stage in the process. He feels the process of coming before the Commissioners, followed by the Executive Committee provides a vetting of funding requests essential to achieving the correct balance in the overall county budget. This sentiment was echoed by several Representatives. Rep. Robertson offered that the need for the funding and the services that get provided should outweigh the urge to follow procedure. A roll call vote on the amendment to add five-thousand dollars (\$5,000.00) was defeated 11 to 6.

Returning to the main budget motion of Rep. Eaton, upon a roll call vote the motion passed unanimously, 18/0.

The Chair recognized Rep. Eaton for another motion. **Rep Eaton moved to accept and adopt the Executive Committee Proposed Budget for 2014 for taxes to be raised from the city and towns of the County in the amount of twenty-three million one hundred twenty-one thousand fifty-four dollars (\$23,121,054.00) for the 2014 budget year.** The motion was seconded by Rep. Weber. Without discussion, the roll call vote was taken and the motion passed unanimously, 18/0.

Rep. Eaton made a **motion to accept and adopt the Executive Committee recommendation to set the elected officials salaries effective January 1, 2015 as follows: County Commissioners at a rate of ten-thousand dollars (\$10,000.00) per year; County Treasurer at a rate of three thousand dollars (\$3,000.00) per year; the Register of Deeds at a rate of fifty-five thousand six hundred twenty dollars (\$55,620.00) per year; the County Attorney at a rate of seventy-eight thousand (\$78,000.00) per year and the County Sheriff at a rate of fifty-five thousand (\$55,000.00) per year.** The motion

was seconded by Rep. Berch. There was discussion about the method of setting these salaries. It was reported that the elected officials' salaries from other counties were compared as against the size of the county and each budget and these recommendations appeared to find the best balance. It was specifically noted that while some salaries increased, the Treasurer's salary decreased by two thousand dollars (\$2,000.00) and the Register of Deeds salary remained the same. Upon a roll call vote the motion passed 17/1.

The Chair opened the first public hearing for discussion of the CDBG project at 7:16 p.m.

Rebeckah Bullock, Community Development Specialist, with SWRPC explained that Community Development Block Grant (CDBG) funds are available to municipalities for economic development, public facility and housing rehabilitation projects that primarily benefit low and moderate income persons. Cheshire County is eligible to receive up to \$500,000 a year for public facility/housing rehabilitation, up to \$500,000 a year for economic development projects, as well as up to \$500,000.00 a year in emergency funds. Feasibility Study funds are available for up to \$12,000.00. Rebeckah Bullock provided a handout describing the NH Community Development Block Grant Program eligible activities that included the area HUD income limits.

Rebeckah Bullock provided a project handout. The proposed application to the Community Development Finance Authority (CDFA) is for \$500,000.00 in CDBG Housing and Public Facilities funds. The funds will be used to provide grant funding to Westmill Senior which will use the grant funding to support the construction of 26 units of affordable housing for low income households comprised of those over 62 years of age. If the project is funded by the CDFFA and other funding sources, the CDBG funds would be subgranted to Southwestern Community Services (SCS) who would undertake the project.

Rebeckah Bullock explained the Low-Moderate Income Benefit of the Project. All of the twenty-six (26) units to be developed will be made available to low to moderate income individuals over sixty-two (62) years of age. CDBG requirements require that at least fifty-one percent (51%) of the housing units rehabilitated are to be filled with individuals from low and moderate income households, but this development will be available to one-hundred percent (100%) low and moderate income households.

This project conforms to Cheshire County's Housing and Community Development Plan Goals to:

- Support the development of multi-family housing, manufactured housing, and other affordable housing opportunities in areas which are appropriate for such housing.*
- Seek opportunities to maintain the traditional New England characteristics of communities by supporting rehabilitation in older buildings, historic buildings, and in town or village centers.*

If the County receives this housing and public facilities CDBG grant award, there will be a requirement of a Subrecipient Agreement involving SCS, which provides a contractual obligation to meet low-moderate income household targets.

The Chair opened the floor to public comment on the projects. Hearing no comments from the public the Chair recognized Rep. Eaton for a motion:

Rep. Eaton motioned to close the Public Hearing on the Project portion of the CDBG Block Grant Hearing. Seconded by Rep. Weber. Upon a unanimous voice vote the *Motion passed*.

Rep. Eaton made a motion to authorize the Cheshire County Commissioners to apply for Community Development Block Grant funds for the Southwestern Community Services in an amount up to \$500,000, to construct low-income housing in Keene currently called the “Westmill Senior Housing Project and to approve the submittal of the application and authorize the Chair of the County Commissioners or County Administrator to sign and submit the CDBG application, and upon approval of the CDBG application, authorize the Chair of the County Commissioners or the County Administrator to execute any documents which may be necessary to effectuate the CDBG contract. The motion was seconded by Rep. Weber. Rep. Roberts asked for a friendly amendment to include the word “moderate” such that the motion would say “low-to-moderate-income”. After he explained his reasons for this amendment, a roll call vote on the amendment was taken and the amendment passed 17/1.

The main motion was then re-read:

Rep. Eaton made a motion to authorize the Cheshire County Commissioners to apply for Community Development Block Grant funds for the Southwestern Community Services in an amount up to \$500,000, in support of the construction of low-to-moderate income housing in Keene currently called the “Westmill Senior Housing Project and to approve the submittal of the application and authorize the Chair of the County Commissioners to sign and submit the CDBG application, and upon approval of the CDBG application, authorize the Chair of the County Commissioners to execute any documents which may be necessary to effectuate the CDBG contract. The motion was seconded by Rep. Weber. A roll call vote was taken and the motion passed unanimously, 18/0.

Chair Tatro opened the second public hearing for discussion of the proposed Housing & Community Development Plan.

Rebeckah Bullock, SWRPC, explained that the H&CD Plan is one that Cheshire County adopted last in September 2011, and it is required to be reviewed and re-adopted every three years to qualify for CDBG funds. Rebeckah Bullock updated some of the socioeconomic and demographic data in the H&CD Plan, as well as added some required language to page 3 of the document. No changes were made to the existing goals and objectives.

Chair called for public comment. Hearing no comments from the public the Chair closed the second public hearing for discussion of the proposed Housing & Community Development Plan.

The Chair opened the third public hearing regarding the Residential Anti-Displacement and Relocation Assistance Plan.

Rebeckah Bullock of SWRPC explained that if any permanent displacement takes places as a result of this project, the Uniform Relocation Act must be followed, which requires that any permanently displaced household or business in a project using federal funds must be found comparable housing in a comparable neighborhood at a comparable price. Rebeckah Bullock noted that no permanent

displacement is planned at this time. Under the certification section of the application, the County will certify that the Residential Anti-Displacement and Relocation Assistance (RARA) Plan is in place, and in the event that it is discovered that this specific project does permanently displace persons or households, a displacement implementation plan must be submitted to CDFA prior to obligating or expending funds.

Chair called for public comment. Receiving no comments or questions, the Chair closed the public hearing.

Rep. Eaton made a motion that the Delegation reaffirm their support for the housing and community development plan and the anti-displacement and relocation plan previously adopted. The motion was seconded by Rep. Weber and upon a roll call vote the motion passed unanimously, 18/0.

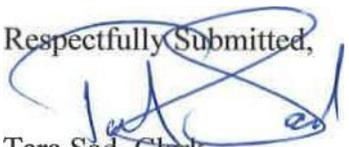
Chair Tatro asked if there was other business to discuss and recognized County Administrator Wozmak for an update on the Blood Farm FRP process. Wozmak explained that at a previous Delegation meeting, a vote was taken to consider selling the Blood Farm and authorized the Commissioners to begin a process to identify a vendor for real estate services, develop a plan and return to the Delegation with recommendations. Wozmak reported that an RFP had been advertised, placed on the county website and sent to the Monadnock Board of Realtors for distribution to all member realtors. As a result of this, we had a site visit for three realtors and ultimately received two proposals for real estate services. Wozmak said that these two applicants will be interviewed and will be scored based upon an objective scoring method that was included as part of the RFP. He did not give a timeline as to when a proposal would be ready for consideration by the Delegation but reminded them that a vote to sell county property must be taken by the Commissioners, the Executive Committee and the full Delegation.

County Commission Chair Pratt updated the Delegation on the Maplewood Task Force, which has held many meetings. Without going into detail, he said that the Task Force is close to drafting a report for the Delegation.

There being no other business to come before the Delegation, the Chair received a motion to adjourn from Rep. Eaton, seconded by Rep. Weber. Upon a voice vote, the motion passed unanimously, 18/0.

The meeting adjourned at 7:56 PM.

Respectfully Submitted,


Tara Sad, Clerk

**Cheshire County Delegation
Executive Committee Meeting Minutes
August 15, 2014 – 1:00PM
825 Marlboro Road, Keene, NH**

PRESENT: Representatives; Hunt, Eaton, Robertson, Weed, Emerson, Butynski, Johnson, Sad, Tatro, Berch, Mann, Commissioners Pratt, and Rogers; Administrator Wozmak, Assistant Finance Director Hall, and Assistant County Administrator Bouchard.

ABSENT: None

Chair Hunt opened the meeting and recognized Assistant Finance Director Hall for the purpose of reviewing the second (2nd) Quarter 2014 Budget. Hall presented a synopsis of the following Second Quarter 2014 Budget Report:

Revenues: General County

Federal Grants have received 36.71% of the projected budget. This revenue item is contingent on timing of grant awards. Offsetting expenses are budgeted and are expended only upon receipt of grant funds.

ARRA FMAP are at 0.00% received. This amount was authorized to offset Capital Improvements that will be made to the Old Court House in 2014. A great deal of work will be undertaken in the third quarter and as funds are expended transfers will be made to offset the corresponding expenses.

Registry of Deeds Fees have reached 43.31% of the budgeted projections. As of June recorded documents were down from 2013 levels by approximately 1,500. Other than the typical increase in real estate transactions during the summer months, there is nothing at this time that would suggest an increase in recordings in the near future. It is likely this revenue will fall short of budgeted revenue projections by approximately \$50,000.

Federal Inmates revenues have already achieved 58.06% of the 2014 budgeted revenues. The second quarter has seen a steady increase in the number of Federal Inmates held. Over the past several months, the average has been at 33 with a year to date average of 24. Based on the current run rate, there is the potential to hit revenue projections by the end of the third quarter which could result in a potential excess by year-end of \$350,000.

Transfer from Fund Balance is at 0.00%. This line item will remain at 0.00% throughout the year. No entry is made to this item, 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.

Expenses General County

Finance/Accounting has expended 51.19% of their allocated budget. This is due to timing of audit service bills paid during 1st quarter and will level off by the end of 2014.

Computer Operations is at 51.22% spent. This is also due to timing in that many maintenance

contracts are due at the beginning of the year. This department bottom line is also expected to stabilize by year-end

Human Resources – This budget is at 53.35% expended. This department oversees the budget item associated with Employees seeking tuition reimbursement. At the end of the second quarter, funds for general county employees exceeded the amount appropriated but is still in line with the overall allocation when combine with the separate line item that is used to account for nursing home expenses. As the County is supportive of educational development that meets the needs of the county, it is possible the combined line items could go over by year-end if additional employees apply for this reimbursement.

Department of Corrections – Overall this budget has expended 49.71% of their budget appropriation. Although this indicates they are within budget as of June 30, 2014 one area of concern is the Propane expense for 2014. As of March 31, 2014 the facility had already expended 61% of their 2014 budget. With rates up nearly 50% from 2013 it is likely this line item will go over. However other line items such as meals that are running under budget will help to offset the overage.

Public Health - This budget balance is at 34.84% expended. All expenses associated with this budget are offset by grant revenues and follow closely with the revenue percentages that have been received year to date.

Revenues – Maplewood Nursing Home

Overall Maplewood Nursing Home has achieved 52.26% of the 2014 revenue projections (adjusted for timing) which calculates to an overage of approximately \$332,000 at the end of the second quarter. A census of 135 was budgeted for 2014 and at the end of second quarter the average census was 138. The actual second quarter report indicates that revenues are already at 65.55% which is due to the receipt of ProShare funds that came in \$1,319,011 over the original budgeted amount. The Commissioners will be providing their recommendations to amend the 2014 budget for the receipt of these additional funds.

Expenses – Maplewood Nursing Home

Maplewood Departments – Overall expenses for Maplewood are at 49.05% expended (adjusted for timing). This equates to expenses being under budget by approximately \$156,222.

The Administration budget on page 40 which accounts for the 5.5% Bed Tax paid on all Nursing Home revenues is over budget and will likely go over budget by year-end. This is, however, a direct result of the increased revenues the nursing home is achieving. All Nursing Homes in the State must pay a 5.5% bed tax on all revenues. These funds are then combined with a 50% federal match. The combination of the 5.5% collected from all Nursing Homes and the 50% Federal match is then redistributed back to the Nursing Homes based on the number of Medicaid bed days. Revenue line #3404.11.00 (Nursing Quality Assessment Return) on page 36 accounts for Maplewood's receipt of their bed tax allocation.

Following receiving the report Rep. Eaton moved to accept the second quarter budget report as presented and Rep. Tatro seconded the motion. Upon vote the motion passed unanimously.

A motion was then made by Rep. Eaton and seconded by Rep. Tatro to accept the 2015 Proshare fund allocations suggested by the County Finance Department.

Motion made to make the following recommendation to the Cheshire County Delegation to Increase revenue line #3404.10.00 (State of NH Proportional Share Funds) by \$1,319,011 for the receipt of State of NH Proportional Share Funds not previously budgeted and to authorize the use of Proshare funds for the following;

Increase account #4900.89.11, Maplewood Capital Improvements by \$132,800.00 for additional building projects to include;

\$90,000.00 (Boiler Room Roof)

\$6,500.00 (Laundry make-up air unit repair)

\$6,800.00 (Tub Room Flooring)

\$29,000.00 (Replace hot water heating system loop pumps)

Increase account #4900.97.34 by \$15,000.00 for Kiosk cabinets and touch screen replacements.

Increase account #4900.97.11 by \$4,000.00 to replace sand/salt truck bed with aluminum

Furthermore, to reserve the remaining \$1,167,211 by applying to fund balance to offset the 2015 Projected MNH Revenue shortfall that will ultimately offset taxes to be raised.

A discussion ensued and Chairman Hunt then suggested allocating \$300,000.00 of 2014 Proshare funds for the purpose of directly reducing taxes in the 2014 budget. A lengthy discussion began about how to best utilize the funds and the current County reserve funds. The current county reserves stand at approximately \$4M which is an amount that is in range of the 5% - 17% recommended by the New Hampshire Department of Revenue Services for County Governments. Rep. Sad said that she was interested in holding the current reserves at the 10% level. Commissioner Pratt spoke saying that taking \$300,000.00 from the current budget would result in an equal shortfall in next year's budget and would only make the issue of having taxes raised more likely not less likely.

A number of suggestions were discussed and Rep. Johnson moved to reduce the monies of the unassigned balance from \$1,167,211.00 by \$300,000.00 to \$867,211.00. **The motion seconded by Rep. Emerson. Further discussion followed and upon vote the motion failed with Four (4) YES and Seven (7) NO.**

The original motion made by Rep. Eaton was then reconsidered and upon vote the motion passed with nine (9) YES and two (2) NO.

Agenda Item #2 – Rep. Eaton then made the following motion and was seconded by Rep. Sad:

Motion made to make the following recommendations to the Cheshire County Delegation to increase revenue line #3401.02.00 (Sheriff's Miscellaneous Income) by \$1,800.00 to allow for the use of Sheriff Drug Forfeiture Funds and to authorize the use of these funds by increasing account #4900.97.91 (Capital Outlay – Sheriff Equipment) by \$1,800.00 in order to purchase

four (4) Bullet Proof Vests for the Bailiffs that provide Court Security and Inmate Transports.

Following a short discussion, upon vote the motion passed unanimously.

Agenda Item #3 – To discuss the report of the Maplewood Task Force to determine how to proceed.

Rep. Tatro spoke and said that he was in favor of receiving the Maplewood Task Force report as informational and wanted to offer an overwhelming thank-you to the Maplewood Task Force for all of the hard work that has been accomplished over the last year by the Task Force. Rep. Tatro said that the delegation will use the report as “Stepping off point” as they begin their deliberations on the future of the Maplewood Nursing Home.

Rep. Eaton said that for him the report showed him that “We don’t know what we don’t know” about all of the possible alternatives that need to be considered and that the report will greatly assist in launching a focused discussion around the nursing home.

Rep. Johnson said that the report was a valuable informational tool but the biggest thing missing that the delegation needed to focus on is to provide information to and receive from the public.

Rep. Berch said that he was in support of the words of his colleagues but he will need substantially more data (financial and other data) and will need to review and consider other options before supporting any specific recommendations.

Rep. Sad then reiterated that the report was being received as informational and that the Delegation needed to convene a sub-committee and conduct public hearings on the matter.

A discussion arose concerning the definition of Public Meeting vs. Public Hearing and ACA Bouchard offered the following definition for a Public Hearing:

“A public hearing is an opportunity for members of the public to voice its opinions and provide input to the board on a particular issue or topic. The public hearing is NOT a Board Meeting, although members of the board may be in attendance. During the public hearing no official board action shall be taken on the topic(s) of discussion. Furthermore, the public hearing is NOT a Board Hearing. The purpose of the public hearing is to provide a forum for public discussion and exchange of ideas in an open setting”.

It was generally agreed that the definition as read met the criteria of the assembled members for defining the purpose of a Public Hearing.

A motion was made by Rep. Eaton to accept the Maplewood Task Force Report as informational and to extend our thanks to the committee and to recommend to the Delegation to form a sub-committee (to consider further action). The motion was seconded by Rep. Berch and upon vote the motion passed unanimously.

Agenda Item #4 – Receive a report from the Courthouse Renovation Sub-Committee (Reps. Tatro, Eaton, and Lerandau) regarding the cost estimates and timelines.

Chair Hunt spoke of the building committee meeting for the old courthouse project immediately

preceding the Executive Committee. He said that he and Rep. Tatro met for 1.5 hours this morning to review the details of the project with the MacMillin representatives and Administrator Wozmak and ACA Bouchard and discussed the renovations scope and timeline. It was noted that we have in reserves \$1.5 million of ARRA funds from which we have already appropriated \$250,000 to begin work in the courthouse. The intent of this motion is to utilize the remaining \$1.25 million to complete the anticipated work.

Following discussion, Rep. Tatro made the following motion;

The Executive Committee recommends that the Delegation appropriate \$1.25 Million from the remaining County ARRA funds in order to fund the renovation of the former Courthouse whose cost shall be up to and not exceeding \$1.5 Million using available ARRA funds.

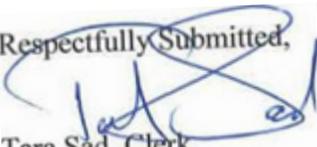
The motion was seconded by Rep. Eaton. Upon vote the motion passed unanimously.

Agenda Item #5 – To receive an informational report on the status of an underground oil storage tank at the County Administration Building at 33 West Street.

Administrator Wozmak discussed the requirement of the State of NH Department of Environmental Services to replace the underground oil storage tank at 33 West Street. He said that based on an estimate that was received from a tank installation company the cost is likely to be about \$68,000.00 to remove and replace the tank. He went on to say that an alternative to replacing the tank was being looked at that is substantially less costly. Meetings with NH Gas in Keene have been held and based on information received thus far, the tank could be closed and left in place and the building converted to propane for heat for about \$6,000.00 - \$8,000.00. Bouchard said that based on the information provided so far it appears that the cost for heating would run about 7% - 10% more than oil but the capital cost of \$60,000.00 would be avoided.

He also said that NH Gas is presently being purchased by Algonquin which is a natural gas supplier in other parts of the state. It would seem reasonable that Algonquin would be interested in converting the Keene facility to CNG at some point in the future which would lower heating costs substantially. Notwithstanding that the report was merely informational, a majority of the Committee were supportive of the switch away from oil and to gas.

Commissioner Pratt spoke to remind everyone in attendance that a full Delegation meeting will be held on August 25^h at 7:00 PM in the former Jury Assembly room of the old Courthouse. There being no other business to come before the Committee, the meeting was adjourned at 1:59 PM.

Respectfully Submitted,

Tara Sad, Clerk

**County of Cheshire
Delegation Meeting
August 25, 2014 – 07:00PM
Old Courthouse, Jury Assembly Room
12 Court Street
Keene, NH 03431**

PRESENT: Representatives; Hunt, Eaton, Robertson, Weed, Emerson, Parkhurst, Butynski, Lerandeau, Johnson, Sad, Weber, Chase (Joined meeting in session), Tatro, Ames, Berch, Ley, Mann, Phillips, Shepardson, and Young.

Commissioners Pratt and Rogers; Administrator Wozmak, Finance Director Trombly, and Assistant County Administrator (ACA) Bouchard.

ABSENT: Representatives, Roberts, Johnsen, G., Young

Delegation Chair Tatro opened up the meeting at 7:00 PM and recognized Commissioner Pratt.

Commissioner Pratt arose and spoke of the recent passing of Keene resident and former Southwestern Community Services Executive Director Bill Marcello and offered the following tribute:

“We learned last week of the death of Bill Marcello. Bill was more than a good friend to County government. I believe Bill was truly one of the crown jewels of Cheshire County. In his 40 years as head of Southwestern Community Service Bill left an imprint on Cheshire County greater than any other person I can think of. From the Senior Housing Center in Winchester in the South to the low income housing in North Walpole and the Head Start center in Drewsville in the North, to the new Second Chance Housing here in Keene Bill left a legacy which, I believe, directly or indirectly touched the lives of every citizen of our County. He will be sorely missed. His shoes will be almost impossible to fill. I would ask that the delegation rise for a moment of silence in his honor”.

Rep. Eaton was recognized. **Rep. Eaton moved and Rep. Weber seconded a Motion to make the following recommendation to the Cheshire County Delegation to Increase revenue line #3404.10.00 (State of NH Proportional Share Funds) by \$1,319,011 for the receipt of State of NH Proportional Share Funds not previously budgeted, and to authorize the use of Proshare funds for the following:**

Increase account #4900.89.11, Maplewood Capital Improvements by \$132,800 for additional building projects to include:

**\$90,000 (Boiler Room Roof),
\$6,500 (Laundry make-up air unit repair),
\$6,800 (Tub Room Flooring),
\$29,500 (Replace hot water heating system loop pumps)**

Increase account # 4900.97.34 by \$15,000 for Kiosk cabinets and touch screen replacements

Increase account # 4900.97.11 by \$4,000 to replace sand/salt truck bed with aluminum

Furthermore to reserve the remaining \$1,167,211 by applying to fund balance to offset the 2015 Projected MNH Revenue shortfall that will ultimately offset taxes to be raised.

Rep. Hunt spoke against the motion expressing his opinion that the overall County reserves would be too high and that he wishes to use the full amount (\$1,167,211) to reduce taxes in 2014 in lieu of contributing the amount to surplus to be used in the 2015 budget.

Rep. Eaton spoke in favor of the motion citing his belief that the taxpayer's are looking for continuity of tax rates and not big fluctuations in the tax rates each year.

Upon a roll call vote the motion passed with fifteen (15) Yea's and three (3) Nay's. (Reps. Hunt, Emerson, and Johnson opposed).

The Delegation then took up discussion of a motion to authorize the purchase of bulletproof vests for the Sheriff's department.

Rep. Berch made a Motion to increase revenue line #3401.02.00 (Sheriff's Miscellaneous Income) by \$1,800 to allow for the use of Sheriff Drug Forfeiture Funds and to authorize the use of these funds by increasing account # 4900.97.91 (Capital Outlay – Sheriff Equipment) by \$1,800 in order to purchase 4 Bullet Proof Vests for the Bailiffs that provide Court Security and Inmate Transports. Rep. Eaton seconded the motion. Following a short discussion a voice vote was taken and was the vote was unanimous. (18 Yea's 0 Nay's) The motion passed.

Rep. Hunt was recognized and made the following motion; To increase revenue line #3359.10.00 (Freed up Funds –ARRA FMAP) by \$1.25 Million and to increase account # 4900.89.19 (Court House Capital Improvement) by \$1.25 Million to fund the renovation of the former Courthouse up to (and not exceed) a total of \$1.5 Million when combined with the previously appropriated \$250,000. The motion was seconded by Rep. Weber.

Upon vote, the motion passed on a unanimous voice vote. (18 Yea's 0 Nay's)

Rep. Eaton was then recognized for the purpose of presenting a motion. Rep. Eaton the moved: To amend the 2014 County budget to the amount of \$43,313,346 and Rep. Parkhurst seconded the motion.

Upon Roll Call vote the motion passed with sixteen (16) Yea's and three (3) Nay's. (Reps. Hunt, Emerson, and Johnson opposed).

The Delegation then took up discussion of the Maplewood Task Force Report.

Rep. Eaton moved and Rep. Robertson seconded a motion: **To accept the Maplewood Task Force Report as informational, to extend our thanks to the Task Force and to form a sub-committee to consider further action.**

Chair Tatro expressed his gratitude for the Task Forces hard work and spoke of his appreciation of receiving the Task Force’s report. Tatro said that the next phase will be to bring the discussion to the public through Public Hearing meetings that will be scheduled in the coming months throughout the County.

Rep. Parkhurst questioned the numbers presented in the plan and asked if alternatives were to be considered. Administrator Wozmak said that a number of alternatives still needed to be examined and that one of the primary purposes of the up-coming public hearing sessions will be to solicit comments and to discuss the alternatives in open public meetings.

The vote on the motion was then taken and passed unanimously, with nineteen (19) Yea’s and no (0) Nay’s.

Rep. Weber was recognized and thanked the Executive Committee for the hard work that was completed this year and in previous years, on establishing and amending the County budget saying that having participated in past years she recognized the commitment that is needed to compile and present the budget.

The Delegation then discussed the timing of the selection and creation of the Delegation subcommittee that will study the options for the Maplewood Nursing Home.

Rep. Parkhurst asked about a \$60 million price tag that he heard about. Wozmak clarified that the \$60 million was not related to the work of the Task Force but was associated with construction estimates from 10 years ago for an entirely new facility on newly acquired property. Wozmak underscored that more recent and tailored estimates would be needed in order to make decisions.

Rep. Sad wanted to know where and when these public input sessions would be held.

Reps. Berch, Emerson, Mann and Johnson volunteered to be on the sub-committee to study the report.

Rep. Weber wondered whether a meeting of the sub-committee should wait until after the election. Rep. Robertson said he felt that the need to meet is now and that members of the sub-committee could be replaced as needed after the election. Rep. Hunt reminded the Delegation that there are no carry-over committees and that the sub-committee would have to be formed at the Delegation Organizational meeting in December. Rep. Weber said the election would not hamper the work of the sub-committee.

Rep. Eaton said the work of the sub-committee is within the purview of the next Delegation; not this Delegation. Rep. Berch was concerned that it would be a clumsy approach to have the Commissioners, the current Delegation and the future Delegation all working on the public input sessions. He felt that a single body—after the election—made the most sense, therefore he would be in favor of delaying any activities until after the election.

Rep. Chase relayed to the Delegation that she is already having constituents approach her seeking details and she was therefore concerned about the negative effects of a delay in holding information sessions.

Rep. Weed suggested that hard copies of the Task Force report be made available to the public at the County Administrative offices.

Rep. Berch suggested that Delegation Representatives and County Commissioners should work together on the alternatives for the Nursing Home.

Rep. Weber stated that she supported appointing the sub-committee from the present Delegation members.

The recording (video) of at least one of the Public Hearing meetings was suggested. ACA Bouchard said that a video could be posted to the County website for public access.

Rep. Hunt spoke and said that the proper protocol requires that the Commissioners submit a proposal to the Delegation for consideration and then the Delegation could appoint a sub-committee to study plans and consider alternatives.

Commissioner Rogers noted that the Public Hearings are to both educate and to receive information from the public so that a sound decision can be made on the future of the Nursing Home.

Rep. Tatro noted that written comments would be accepted after the hearings are completed and would be considered in the sub-committee deliberations.

There being no other business to come before the Delegation, the Chair received a motion to adjourn from Rep. Eaton, seconded by Rep. Parkhurst. Upon a voice vote, the motion passed unanimously.

The meeting adjourned at 7:45 PM.

Respectfully Submitted,

Tara Sad, Clerk

**County of Cheshire
Delegation Meeting
Organizational Meeting
Public Hearing on Proposed 2015 Budget
December 8, 2014
Cheshire County Department of Corrections
825 Marlboro Road, Keene, NH 03431**

PRESENT: Representatives; Hunt, Eaton, Robertson, Weed, Sad, Weber, Chase, Johnsen, Tatro, Ames, Ley, Mann, Phillips, Shepardson, Sterling, Abbott, Pearson, Bordenet, Tilton and McConnell.

Commissioners Pratt and Rogers; Administrator Wozmak, Finance Director Trombly, and Assistant County Administrator (ACA) Bouchard.

ABSENT: Representatives Emerson, Parkhurst and Berch.

7:00 Organizational meeting.

Delegation Chair Tatro opened the Organizational meeting of the Delegation at 7:00 PM to elect the officers of the delegation. Bruce Tatro nominated Dan Eaton as Chair of the Delegation, seconded by Marge Shepardson. Larry Phillips nominated Paul Berch as vice chair and Tara Sad as Clerk. Without objection the slate of officers was moved and received unanimous yeas.

As to the composition of the Executive Committee, the following members were agreed upon: Chair Bruce Tatro, Vice Chair John Hunt, Clerk Tara Sad, Frank Sterling, Tim Robertson, Dan Eaton, Mike Abbott, Marge Shepardson, Cyndi Chase Jim McConnell, Paul Berch and John Bordenet.

The Maplewood Committee was chosen next. Those members include: Chair John Mann, John Bordenet, Dick Ames, Tim Robertson, Paul Berch, Cyndi Chase and Gladys Johnsen.

The Farm Committee was chosen next. Those members include: Chair Tara Sad, Cyndi Chase, Marge Shepardson, Ben Tilton, Paul Berch and Will Pearson.

The Organizational meeting concluded.

7:08 PM Public Hearing on the Commissioners Proposed Budget for 2015.

New Delegation Chair Rep Dan Eaton opened the public hearing on the Commissioners proposed budget for 2015. Commissioner Pratt explained the difficult task of formulating a budget that balanced an increase in taxes to be raised against increases in operating costs, health insurance and Medicaid pass-through expenses. The commissioners' proposed budget contains a 5% increase in taxes to be raised. He noted a 1.7% COLA has been used in the computations and that 3 new employee positions are proposed; a correctional officer, an IT position and a Benefits Coordinator within Finance to handle, among other things, the significant reporting and

outreach burden created by the Affordable Care Act. He said that he believes that the Executive Committee should be able to reduce that somewhat, to around 2.5% with the work they will do in January. Eaton asked if there was sufficient funding within the budget to hire an IT person that is qualified. Staff told him that our wage scale typically is well below market in this area and that we normally have to pick people with little experience and train them.

Hearing no more comments or questions regarding the Commissioners proposed budget, at 7:17 PM Chair Eaton closed the public hearing on the proposed budget and opened the regular meeting of the Delegation.

Rep Sad Moved to authorize the Register of Deeds to expend 2015 surcharge funds in the amount of \$14,400; seconded by Rep. Weber. Upon a voice vote the motion was approved unanimously.

The Chair next called upon Jack Dugan from Monadnock Economic Development Corporation to make a presentation about a Community Development Block Grant project.

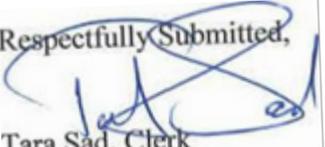
Mr. Dugan explained that the application would be for \$500,000 and would involve a loan from MEDC to Keene Energy Agriculture Project (KEAP) to help it establish the project at the Keene landfill. The project involves using waste energy generated by the landfill to grow vegetables and raise fish. KEAP is a project to build a greenhouse with sustainable food production process for local markets. It will utilize the methane produced by the City of Keene landfill for energy. The greenhouse is expected to produce 500,000 pounds of herbs and salad mixes annually and the marketing/distribution structure has already been secured. The aquaculture project will also produce 66,000 pounds of fresh tilapia fish for local sale. This is a public-private partnership with Dartmouth, Keene State College, Antioch University, and others.

There was discussion for the newly elected representatives as to how the CDBG process works and some discussion about the motion. The following motion was made by rep. Robinson, Seconded by Sad: **Motion to approve and support the County's grant application to the New Hampshire Community Development Finance Authority for \$500,000 in Community Development Block Grant funds to be used by Monadnock Economic Development Corporation (MEDC) for a loan to Keene Energy Agriculture Project (KEAP) for the purpose of establishing a greenhouse operation to be located at the City of Keene landfill. The motion passed unanimously upon a voice vote.**

Chair Eaton extended his thanks to outgoing members of the delegation: Reps. Jane Johnson, Bill Butynski, Harry Young, Chuck Weed and Gus Lerandean. He also extended his thanks to County Commissioners Roger Zerba and Jack Pratt who are leaving their Commission role after nearly 20 years of combined service. Commissioner Pratt, who was not reelected, expressed his profound thanks to the members of the Delegation for his many years both on the Delegation and his recent decade as a County Commissioner. He talked about the important ability to work across party lines and work with differing opinions in a civil and cordial manner. He particularly wanted to extend his gratitude to Finance Director Sheryl Trombly and County Administrator Jack Wozmak. He said that Trombly and Wozmak are gifts to this county and whose acts and deeds have made Cheshire the best and most forward-thinking county in the state.

There being no other business to come before the Delegation, the Chair received a motion to adjourn and upon a voice vote, the motion passed unanimously.

The meeting adjourned at 7:35 PM.

Respectfully Submitted,

Tara Sad, Clerk

**Cheshire County Delegation
Executive Committee Meeting
December 8, 2014
Department of Corrections
825 Marlboro Road, Keene, NH**

PRESENT: Representatives Tatro, Hunt, Sad, Eaton, Robertson, Abbott, Shepardson, Chase, Bordenet and McConnell, Sterling, Treasurer William Lynch, Commissioners Pratt, Zerba, and Rogers; Administrator Wozmak, Finance Director Trombly, and Assistant County Administrator Bouchard.

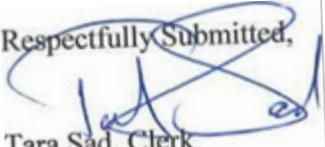
ABSENT: Representative Berch

At 7:40 PM, chair Tatro convened the Executive Committee meeting. Finance Director Trombly presented the third quarter budget review. Trombly continues to feel that we will come in with a healthy surplus. After her presentation and a few questions Hunt moved to accept her report, seconded by Eaton, unanimous acceptance by voice vote.

Rep. Eaton made a **Motion to authorize the Treasurer of the County of Cheshire, upon the request of the Cheshire County Board of Commissioners to borrow in anticipation of taxes an amount not to exceed \$21 million dollars for the 2015 budget year, January 1, 2015 to December 31, 2015, seconded by Rep Sad, voted unanimously.**

There was discussion regarding the budget review dates and the following dates were selected: January 12, January 26, February 2, and February 9.

There being no further business to come before the Executive Committee, the meeting was adjourned at 8:08 PM.

Respectfully Submitted,

Tara Sad, Clerk

