

EXECUTIVE COMMITTEE BUDGET MEETING

Administration Building

UNH Coop Extension Conference Room

3855 Dartmouth College Highway

North Haverhill, NH

June 3<sup>rd</sup> 2022

PRESENT: Representatives Sykes, Gordon, Abel, Murphy, Simon, Weston, Egan, Simon, and Greeson. Commissioner Ahern, County Administrator Libby, Administrative Asst. Norcross, Nursing Home Administrator Labore, Finance Director Jurentkuff, Director of Communications Andross and DoC Superintendent Elliott.

Rep. Sykes called the meeting to order at 8:00 AM and began with the Pledge of Allegiance.

Rep. Weston called the roll. Nine (9) members were present and a quorum was declared.

**Commissioners' Office/Misc. – County Administrator Libby**

CA Libby reviewed the attached budget presentation with the Executive Committee.

Rep. Gordon asked, in regards to the wage study, if the results of the wage study showing that the county was 2.2% below market take into consideration the benefits package that the county offers. CA Libby explained that this particular percentage does not take that into consideration but there was another portion of the study that is on the benefits which came back to show the county being very competitive and above market on some areas in the benefits. She noted that the employees did ask for a COLA but the benefits package was one of the things the Commissioners tried to explain. These new wage charts are at market and the employees have a generous benefits package.

Rep. Greeson asked if the county is allowed to earn interest on ARPA funds and if so, can that interest be rolled into the general budget or does it have to be used for ARPA items. CA Libby stated that the county is allowed to earn interest on the ARPA funds and it can be used on anything.

CA Libby noted that with the new additional revenue in the Nursing Home, if the County were to use no ARPA funds, the amount to be raised by taxes would increase by 3.3%, and it was at 6.9%. If the County were to continue to use the ARPA funding as proposed, it would result in a 3.48% reduction in the amount to be raised by taxes. She stated that the Executive Committee would need to have more conversations about this and how they want to move forward. Rep. Sykes stated that he would like to have enough time to discuss this issue before deliberations. CA Libby stated that at their meeting on the 10<sup>th</sup> they should have time after department heads to discuss this.

Rep. Egan stated that he would hope that if they were to use ARPA funds over a period for operating expenses, that they would also ween that down over time so the county does not set itself up for a large increase in FY2026. CA Libby stated that is the plan.

CA Libby stated that, in her opinion, this increase in revenue gives them the opportunity to put some of the expenses that were going to come out of ARPA funds, back into the operating budget while still maintaining a level tax rate. CA Libby also noted that the county has a very healthy fund balance and they are going to have that in the future as well to help with weening down the use of ARPA funds. She stated that she would not recommend a plan that she thought would end up as a 20% tax increase in the future.

Rep. Gordon asked if it was possible to use ARPA funds to put into the capital reserve accounts. CA Libby stated that she does not believe so but she would have to look at the rules. He stated that it is nice to have a healthy fund balance but that also means they have raised taxes that were not applied in the operations and are putting those funds into a safe. He asked if they want it to be at 21% fund balance in the future. CA Libby stated that is a good question and something they will have to look at in the future but noted that there have been a lot of unanticipated revenue in the last few years that have contributed to that fund balance.

### **Department of Corrections – Superintendent Elliott**

Supt. Elliott reviewed the attached budget presentation with the Executive Committee.

Rep. Gordon asked if \$50 a day covers the cost for the Coos County female inmates. Supt. Elliott stated that it does not cover the full cost but the county would lose \$55,000 a year without these inmates because another facility would take them. He stated that it helps cover the utilities that are already on and fill the beds that are already there. Grafton County has had this contract with Coos County for many years. CA Libby noted that Coos County pays for any medical costs associated with the inmate.

### **Nursing Home – Administrator Labore & Finance Director Jurentkuff**

#### *Revenue*

NHA Labore explained that given the number of vacancies in the facility and making sure they have the appropriate number of staff to care for the resident, they have budgeted for an average daily census of 100. The vaccine mandate has also created some issues. They lost four (4) full time staff and a number of per diem. He noted that he is concerned that CMS is trending towards mandating a booster for healthcare employees as well. He anticipates that end of summer towards fall.

NHA Labore reported that they have roughly 40 people on the waiting list. Within the state, the average occupancy is 77% for nursing homes, nationwide is about 78%, and Grafton County Nursing Home is 69%. It is a problem all nursing homes are facing.

NHA Labore reported that they are not requesting a rate increase for private pay. Their rates will stay at \$315/day for private pay and \$295 for semi private. He stated that he feel those are competitive rates and they are looking to prolong private pay utilization.



NHA Labore answered questions from the Committee regarding revenue. He stated that there is a 1% increase in revenue over FY22

*Expense*

Nursing Home Admin

Equipment Lease/Rental – NHA Labore explained that they have not been using their Kia and they were going to make the decision not to renew the lease at the end. FM Jurentkuff suggested, based on the used car market, looking at getting out of their lease early. He stated that they were able to get out of the lease early with no penalties. The Nursing Home will also be receiving a refund.

Dietary

Food Supply – NHA Labore stated that he is recommending keeping this line level funded despite having a lower census. He stated that he has received word from their food supplier to expect an 8% inflation rate.

Nursing Department

Contract Nursing Services – NHA Labore stated that there would be a request for new legislation next year to put some cost control on travel agencies as to what they can charge.

Capital Reserve

Destructive Test of Sprinklers – NHA Labore explained that this test is required by statute and the \$88,000 budgeted is worst-case scenario in the event all sprinklers need to be replaced. He noted that Supt. Oakes could speak to this more when he presents his budget.

Dining Room Table and Chairs – NHA Labore stated that there was a miscount last year on the number of tables needed to finish this replacement project. This request is to replacing the remaining tables.

**Dispatch – Director of Communications Andross**

Revenue

Dispatch Fees – Director Andross explained that these fees come from billing to municipalities that they serve through the Dispatch Center. The number changed last year when the county acquired new customers which has been going well. The actual number for FY23 will be going to the Commissioners the next week or so.

## Expenses

Director Andross stated that he has requested one (1) new FT dispatcher position. He explained that over the years they have been very fortunate to have a number of part time dispatchers that were working regularly and would fill in for callouts and or vacations. He currently has five (5) part time employees and only (2) of them are working. This has become a challenge on the weekends when they used to depend on the part time help. He explained that hiring part time people has been impossible the last couple of years as well. The biggest impact they are seeing because of these challenges is both him and his assistant are spending too much time in the dispatch center answering calls and they are unable to do their jobs.

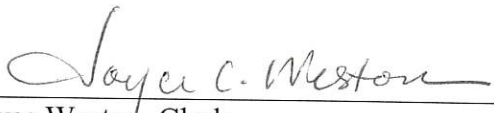
Transfer to Dispatch Capital Reserve - CA Libby explained that they used to contribute 10% of dispatch fees to the capital reserve for many years. 4 years ago, they stopped that consistent 10% because of budgetary concerns. She stated that this year they had originally put back the 10% but during the deliberations, the Commissioners decided to lower that to 5% or \$32,000. Rep. Sykes stated that he has concerns about the capital serve not having enough in it. Director Andross noted that they have been fortunate to receive homeland security grants for many capital expenses. He explained that this is his emergency fund if something big and expensive were to break so lowering the amount to contribute concerns him a little but most of his equipment is new and concerns him less but feels next year they need to revisit the amount that is contributed.

## Capital Reserve

Director Andross reviewed his capital reserve requests noting that he includes \$3,500 for IT costs. He also discussed the request for chairs and explained that in the 24/7 environment, standard office chairs do not last. They have found good success in gaming chairs, which are also less in cost.

10:53 AM with no further business the meeting adjourned.

Sincerely,



Joyce Weston, Clerk

## Wage Study

During FY 2022 the HR Department put out an RFP to have a Wage and Classification study done to review our existing wage chart and structure to see if the wages were at market level. Paypoint HR was selected to do this study and began work in October, 2021. Paypoint HR concluded from the research that they conducted that Grafton County was overall 2.2% below market. A new wage chart was developed by Paypoint. The benefits of this new wage chart are:

- It is at current market.
- It increases the starting salary for many of the positions that are the most challenging to hire for.
- It took the existing four (4) charts and combined them into one (1) chart for the entire county.
- It alleviated compression that had happened over the past five (5) years with changes that had been made to the chart.

The new wage chart that was adopted by the Board of Commissioners has thirty (30) grades and there is a 5% spread between each grade to allow for proper increase in compensation for increased job responsibilities that would come from a promotion. Each grade has twelve (12) steps with a 40% spread between the minimum and the maximum steps. There is approximately 3% +/- between each step.

The Commissioners have agreed to put all employees onto the new wage chart on their new assigned grade at a step that gives them a minimum of a .50/hour increase. The increases for employees range from 1.07% to 13.10% with the average being 4.59%. Employees will then also be eligible for step increases on their anniversary dates if they are not at the maximum step of their labor grade on the wage chart. The largest of those increases are in Uncertified Correctional officers and LNA's as the starting wage for those positions increased due to them needing a larger market adjustment.

There is no cost-of-living adjustment included separately from this as the Commissioners felt that the new chart was developed with market level data and that a COLA was taken into consideration at that time.

Due to the fact that the new wage scale was not completed until April, Department Recommendations were done using the existing wage chart and included step increases that would have been eligible to employees from the old chart. **All wage lines will show an increase from the Department Requested column to the Commissioners Recommended column due to this.** Also, in an attempt to help with recruitment, retention and staffing the hardest to fill shifts the Commissioners have agreed to increase shift and weekend differentials by .75 for each shift.

- 2<sup>nd</sup> Shift from \$1.00/hour to \$1.75/hour
- 3<sup>rd</sup> Shift from \$2.00/hour to \$2.75/hour



- Weekends from \$1.00/hour to \$1.75 per hour.

Elected Officials Wages will need to be adjusted in the Executive Committee recommendations. See attached for the increases.

ARPA

Proposed FY 2023 Budget			
Expense Totals:		\$ 50,188,974.00	
Possible ARPA funding			
01-4135-970	\$	105,600.00	New Computers - Lifecycle Replacement *
01-9200-980	\$	112,350.00	Sheriff's Cruisers *
01-9200-980	\$	34,500.00	Sheriff Cruisers Safety Equipment *
02-5140-012	\$	531,000.00	Increase in Contract Nursing Expense
01-4135-290	\$	369,032.00	IT Contracted Services *
01-8670-007	\$	75,000.00	Earned Time Buyback *
4165	\$	46,335.00	Fuel Increases
01-9210-090	\$	5,000.00	Open Barn Day
01-8600	\$	549,655.00	Social Service Funding *
		\$ 1,828,472.00	
		\$ 48,360,502.00	
Additional Items from FY 2023 Budget Proposal for ARPA Consideration			
	\$	9,000.00	Nursing Home Computer Lifecycle
	\$	25,000.00	NCIC - Broadband Grant Opportunities
	\$	6,500.00	Heat Pump - DoC
	\$	5,700.00	Line Striping
	\$	23,794.00	Washing Maching - Nursing Home
	\$	88,978.00	Sprinkler Project - Nursing Home
	\$	158,972.00	
Total ARPA Request for FY 2023			
	\$	1,987,444.00	
*All expenses that would have to be added back into the budget in future years			

The above outlines all of the items that the Commissioners had outlined for funding using ARPA funds. The \$1,828,472 would replace operating costs directly from the budget. The \$158,972 are one (1) time expenses that were not included in the FY 2023 Commissioners Recommended Budget but are items that were requested by department heads. The Commissioners felt that these were appropriate for ARPA consideration.

## Revenue

The Nursing Home has received their new Medicaid rate for July 1, 2022 – it increased \$14.84/day. The Nursing Home has recalculated the Medicaid revenue with this new rate and have revised the estimated revenue for FY 23. This rate increase resulted in an additional \$395,412 in projected revenue. When the rate recalculation was done it was also discovered that an error had occurred during the initial budget projections which increased the Medicaid revenue an additional \$576,353. Therefore, the revenue numbers have increased \$971,765 since the FY 23 budget books were sent out. This will change the budget – attached are Revenue comparison worksheets that show the results from that increase in revenue. This was just discovered yesterday and has not been reviewed or discussed by the Commissioners.

- Abandon Property – one time per year revenue the County receives from the State of NH for unclaimed property. Amount is determined using a ten (10) year average.
- Federal PILT (Payment in Lieu of Taxes) – one time per year revenue the County receives from the US Treasury for forest land in the County. Amount is determined using a ten (10) year average.
- Interest Income – Rates have increased slightly. The County has additional funds invested due to not having to borrow Tax Anticipation Notes.
- Courthouse Rent – Rental income received from the State of NH for space that they lease within the building – the amount is determined based on existing lease agreements.
- Human Services – Recoveries are monies received from the State of NH for reimbursement for Long Term Care/HCBC. Amount is determined by an average of the past several years.
- Dividends/Misc – Retiree Drug Subsidy is monies that the County receives through Medicaid Part D for the retirees that we provide Health Insurance coverage too. Misc general revenue is any revenue that the County receives that doesn't have a designated line item for.
- Surplus – The Surplus Used to Reduce Taxes was increased from \$4,120,000 to \$4,500,000. The Unassigned Fund Balance for the County is projected to be very healthy at FYE 23. There are a number of unanticipated revenues that have been and will be received during the next month that will contribute to the Unassigned Fund Balance being very healthy. As always I caution against being overly aggressive in the use of Surplus due to the fact that it is a big gap to fill in a year where it is not available if it is not a good year financially.

## Commissioners Office Budget – Expenses Page 1

- Finance Director Position – the Commissioners and the County Administrator will be looking to fill this vacancy during the summer of 2022. All other wage and benefits lines have changed due to the implementation of the new wage chart and adjustments in benefit plans or rates.



- Consultants – Decreased due to recommendation to fund \$25,000 from ARPA funds for NCIC to continue to work with the Broadband Committee for funding opportunities.
- Overall the operating budget line items decreased \$46,508 or 3.67% - so all other line items either decreased, stayed the same or had slight increases.

#### Treasurer's Budget - Page 3

- Only change in the budget will be the increase in salary as voted by the Delegation to become effective 1/1/2023.

#### Information Technology – Page 14

- County is contracted with SNS (Secured Network Services) for IT services. The Support contract for FY 23 is for \$369,032, which is an increase due to the inclusion of cybersecurity software (Artic Wolfe) and the transition to Microsoft Office 365. These were added through ARPA funding in FY 22 but the expenses will be picked up by the County in FY 23. The Commissioners have identified this expense as one to use ARPA funding for. Therefore it has been removed from the operating budget – this is an on-going cost that would need to be included in the operating budget in the future.
- Also included in this budget are all software maintenance agreements and annual software costs for all departments except the nursing home.
- There is an expense of \$105,600 for life-cycle replacement of computers (laptops and desktops) throughout various departments. The Commissioners have recommended that this expense be taken from ARPA funding. There would be some on-going costs for this in future operating budget but this would fluctuate depending on the needs.

#### Long Term Care Expenses – Human Services – Page 24

- Increased \$340,671 – there is a shortfall in the FY 22 budget. In addition the County Cap for FY 23 will increase by 2%. Grafton's percentage of the cap has also increased. All of these factors have combined into an estimated County Cap for Grafton of \$7,737,823 for FY 23.

#### Conservation District – Page 35

- Funding provided by the County for the Administrative Assistant position. The budget is comprised mostly of salary and benefits and those have increased in accordance with the new wage scale and changes in benefit rates.

#### Regional Planning Commissions – Page 36

- The Commissioners have decided to not fund paying dues to these organizations any longer. In their review they did not believe that being dues paying members provided any benefit to the County.



#### Wage & Benefit – Page 37

- There are a couple of highlights – Earned Time Buyback – this is a program that was put into place effective 7/1/21. The first payout of this will occur next week. The Commissioners have decided to move this funding to be out of ARPA for this year. This is an on-going cost and will need to go back into the operating budget in the future. The first year funding was an estimate based on employees that would be eligible to participate. The estimate was high. Because the payout had not been calculated at the time the budget was prepared, the estimate for FY 23 was calculated the same way. Since that time we have calculated the actual buyback expense and it is much less than budgeted and as such I recommend reducing the requested \$150,000 to \$75,000 for FY 23.
- The Employee Benefit Payout line has increased \$15,000 due to usage – we have had increased retirement and turnover which has resulted in higher than anticipated payout of accrued benefits.

#### Tax Anticipation – Page 38

- Reduced to \$5,000 – I don't anticipate that we will need to borrow funds this year – but want to budget for the interest in case something happens and we do need to borrow.

#### Bonded Debt – Page 39 and Page 59

- Bonded Debt will decrease by \$94,225 due to debt retirement. In addition, the final bond payment of the Nursing Home will be made on September 15<sup>th</sup>.

#### Contingency – Page 41

- Increased Outside Counsel due to usage.
- County Government Promo – increased to \$10,000 and then the Commissioners decided to request that the funding for an Open Barn Day in June 2023 be paid for with ARPA funding. This would be a one-time expense. The additional monies will be used for the Employee Appreciation Dinner.

#### Unemployment Insurance – Page 42

- Grafton County is a reimbursing Employer meaning that we reimburse NH Employment Security for actual costs that are paid. This was increase by \$2,500. We were not paying Unemployment expenses during the State-of-Emergency and therefore had reduced the funding in FY 21.

#### Delegation Expenses – Page 43

- Level funded for FY 23.



FY 23  
6100 Line

**Since July 1, 2021**

We have averaged a daily count 47 inmates in house so far this year and 36 outside the facility (EM, other facilities, etc.)

We have booked into the facility 41 Coos females.

We have booked in 757 total people into the jail so far this year.....499 males ...258 females

Average length of stay for an inmate is 25 days ...34 days for males...25 days for females  
17 days for Coos females

There have been 265 incident reports generated to date. an incident report is a typed report that is utilized when instances occur outside the normal realm of daily operations.

There have been 204 total medical appointments so far, this fiscal year...158 onsite with our doctor  
46 off site with various hospitals within the County.

Nurses have passed out medication to inmates 13,964 times so far this year.

Inmates have been utilized on work details 2,333 times...1,066-Kitchen...391-Laundry...876-Farm  
and community work projects.

We have processed 3,106 pieces of mail ...1,861 incoming....1,245 outgoing

We have had 531 visitors to the facility...285 family.....203 attorneys.... 39 professional...  
4 law enforcement.

Total Court Activity: 668 441 Videos at Jail (66%)

Grafton Superior – 380

Lebanon District- 78

Plymouth District- 42

Littleton District- 28

Haverhill District- 17

Coos County- 42

Other- 81

**Overview of the 6100 Line:**

The entire line is up \$268,844 (4.67%)

\$252,313 of the increase is based on the proposed new wage chart and benefits increase associated with this line. That accounts for 4.2% of the 4.67% increase.



## 6115 line -Community Corrections

Community Corrections is responsible for 7 different types of supervision:

**Electronic Monitoring** - is a program for our lowest classification of sentenced only inmates. Upon the Court's recommendation OR through the jail classification process, we determine if an inmate meets the criteria for release on the electronic monitoring ankle bracelet. Things we take into consideration are, behavior, charges/convictions, treatment class & work detail participation, criminal record check and more. These inmates are tracked with GPS technology and must adhere to a detailed schedule that they provide to corrections staff a week in advance to outline their whereabouts for the week.

**Work Release** - is another program for our lower classified inmates which allows inmates to participate in jobs they have already obtained, or, jobs lined up for them through corrections staff. Employers provide us with a work schedule, we allow for travel time and inmates will either transport themselves (with their own vehicle left on County Property) or be transported by their employer to work for the day. Other than the fees associated with the program, the rest of the money earned can be used to help their families while they are still incarcerated. They return to the jail each evening, and report back to work each morning scheduled. Jail staff conduct random, tobacco, drug and alcohol testing as well as work site checks to ensure inmates are in compliance with the work release program.

**Operation Impact** - Operation Impact is a program currently run by Sergeant Rachel Harness. The OPI Program shows kids, teens and adolescents the damage that can be inflicted upon an individual's life or family's life if incarcerated. The OPI Program provides presentations such as, but not limited to; Grafton County Jail Tours, in-school presentations (sometimes with inmate speakers), educational classes and more.

**Pre-Trial Services** - The Grafton County Department of Corrections - Pre-Trial Services Program (GCPTS) launched in August of 2017. The GCPTS Program gives defendants who may otherwise be held on a cash bail, the opportunity to be released on bail conditions along with some additional supervision guidelines. The program gives defendants the opportunity to be linked with services and be productive members within the community.

**FIRRM-** (Focused Intentional Re-entry and Recovery Movement) we have taken our existing In house treatment programs that we currently have and combined it with our community supervision component to make a 240 day re-entry program. It involves someone with addiction Issues to be sentenced to us for a year. They spend the first 105 days in the jail receiving treatment Programs/job skills training/critical thinking classes and then being released into the community on the electronic monitoring program and being required to find employment while tying in to local recovery groups and treatment providers.

**Community work program/Community Service-** Supervise inmate work crews throughout the county for non- profits and municipalities with jobs such as roadside cleanup, painting and cemetery cleanup.

**Transports** to medical appointments, treatment admission, courtesy rides from jail

**Community Corrections statistics:**

They have supervised an average of 31 people daily out in the community on EM, FIRR and Pretrial services while collecting 206 urine tests and travelling 7,213 miles.

Operation impact has conducted 185 presentations with 3049 participants while travelling 3134 miles.

OPI presentations per District:

0-District 1

91 -District 2

58 - District 3

Out of County-36

The community work program has worked at 2 different work sites throughout the county utilizing 68 hours of inmate labor and travelling 40 miles.

Community Corrections has conducted 88 transports to various medical appointments, treatment facilities and given courtesy rides for people with disabilities or no ride home. 3,430 miles total.

The entire CC Department line has increased \$49,587. Wages, retirement and health insurance account for \$48,291.

**6125 line –Governors Commission grant**

This particular line is responsible for all the different types of programming in the Jail. From substance abuse to critical thinking. It is staffed by a full time 1 LADC and 1 part time certified recovery support worker.

This line is up \$7, 384. Wages and retirement account for \$6,750 of the increase.

This is grant funded thru the Bureau of Drug and Alcohol Services where we received \$200,000 for FY22.

So far this year inmates have attended the programs they offer on 1849 occasions for a total of 2952 hours.

Substance use disorder groups- 1648 participants  
SUD individual counseling- 201 participants



**6130-Night Watchman**

Night watchmen patrol the county complex from 7 P.M. until 3 A.M. every night making sure the farm and farm animals are safe, making sure no fires are present, county vehicles are secure and reporting any suspicious activity.

1 4/5 position

4 part time

This line is up \$4,247. Wages account for \$3745 of the increase.



6040- Revenue

In the **6040-101** line we generate revenue thru:

Housing Coos female inmates

Employee meals- \$3 a meal

Social Security incentive- Monthly report to SS administration of who we have in custody. If an Inmate is on SS benefits and incarcerated those benefits stop and we receive a \$400 stipend per person.

Inmate phone calls- Currently 21 cents a minute local and 25 cents a minute-long distance.

**Coos Females-** Projecting 3 a day X \$50 a day X365 = \$54,750

**Social Security** – Projected at \$4,450 for the year

**Employee Meals-** Projected at \$4,680 for the year

**Inmate phones-** Projected at \$43,200 for the year

**\$107,080 Total**

**6040-102-** Community Corrections –we receive revenue for inmates out on the electronic monitoring, Work release or pre-trial services. Projections:

5 inmates a day out on EM \$9,00 x 365 = \$16,425

Pre-trial services -\$4.50 a week x10 x 52 weeks = \$2,340

**\$18,765**

**6040-103- Federal Inmates-** We have had 2 short time federal inmates so far this year.

1 inmate per day X \$85 X 182.5 days = **\$15,513**

**6040-104-** We receive funding thru a grant with the bureau of drug and alcohol services to provide substance abuse and life skills services for all inmates within the facility.

**\$200,000**

Total projected revenue for FY22= **\$341,358**