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**HILLSBOROUGH COUNTY**  
**NEW HAMPSHIRE**



**1996 Annual Report**



1996 ANNUAL REPORT  
of the Commissioners and County Officers



HILLSBOROUGH COUNTY  
NEW HAMPSHIRE

1920 ANNUAL REPORT  
to the Commissioners and County Officers



HILLSBOROUGH COUNTY  
NEW HAMPSHIRE

# HILLSBOROUGH COUNTY 1996 ANNUAL REPORT

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## HILLSBOROUGH COUNTY OFFICERS

### COMMISSIONERS

Toni Pappas, Chairman	Manchester, NH
Edward J. Lobacki, Vice Chairman	Peterborough, NH
William C. Marcoux, Jr. Clerk	Nashua, NH

### TREASURER

David G. Fredette	Nashua, NH
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### COUNTY ATTORNEY

Peter McDonough, Esq.	Manchester, NH
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### REGISTER OF DEEDS

Judith A. McDonald	Merrimack, NH
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### SHERIFF

Walter A. Morse	Hillsboro, NH
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### JUDGE OF PROBATE

Raymond Cloutier	Goffstown, NH
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### REGISTER OF PROBATE

Robert Rivard	Manchester, NH
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### CLERK OF SUPERIOR COURT

John Safford	Manchester, NH
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**HILLSBOROUGH COUNTY LEGISLATIVE DELEGATION**

**1995 - 1996 SESSION**

**DISTRICT #1 (Antrim, Deering, Windsor)**

Gordon Allen, PO Box 117, Antrim, NH 03440-0117 d

**DISTRICT #2 (Hillsborough)**

Herbert R. Hansen, 34 Danforth Corners Road, Hillsborough, NH 03244 r

**DISTRICT #3 (Antrim, Deering, Hillsborough, Windsor)**

Maxwell D. Sargent, PO Box 948, Hillsborough, NH 03244-0948 r

**DISTRICT #4 (Francestown, New Boston)**

Susan Clay, (PO Box 92) New Boston, NH 03070-0092 r

**DISTRICT #5 (Weare)**

Neal M. Kurk, 285 Mt. Dearborn Road, Weare, NH 03281-5407 r

Paul R. Perkins, PO Box 77, Weare, NH 03281-0077 r & d

**DISTRICT #6 (Francestown, New Boston, Weare)**

O. Alan Thulander, Box 240, Francestown, NH 03043 r

**DISTRICT #7 (Goffstown)**

Lawrence A. Emerton, Sr. 15 Medford Farms, Goffstown, NH 03045-6203 r + d

Bruce Hunter, 23 Channel Lane, Goffstown, NH 03045-5265 r

Karen K. McRae, 469 Black Brook Road, Goffstown, NH 03045-2931 r

Peter Showerman, 380 Tirrell Hill Road, Goffstown, NH 03045 r

Robert L. Wheeler, PO Box 455, Goffstown, NH 03045-455 r

**DISTRICT #8 (Peterborough, Sharon)**

Merton S. Dyer, PO Box 3, West Peterborough, NH 03468-0003 r

Stanley W. Peters, 17 E. Hill Road, Peterborough, NH 03458-1500 r

**DISTRICT #9 (Bennington, Hancock)**

Eleanor H. Amidon, 100 Old Antrim Road, Hancock, NH 03449-5605 r

**DISTRICT #10 (Greenfield, Lyndeborough, Mont Vernon)**

Linda T. Foster, 3 Blood Road, Mont Vernon, NH 03057-1412 d

**DISTRICT #11 (Wilton)**

Harold Melcher, 732 Abbot Hill Road, Wilton, NH 03086 d

**DISTRICT #12 (Bennington, Greenfield, Hancock, Lyndeborough, Mont Vernon, Wilton)**

Margaret D. Hallyburton, PO Box 173, Mont Vernon, NH 03057-0173 r

**DISTRICT #13 (Milford)**

Gary L. Daniels, 127 Whitten Road, Milford, NH 03055-3228 r

Charles W. Ferguson, 160 Foster Road, Milford, NH 03055-3608 r

Keith R. Herman, 529 Mason Road, Milford, NH 03055 r

Keith W. Moncrief, 31 Purgatory Road, Milford, NH 03055-4222 r & d

**DISTRICT #14 (AMHERST)**

William S. Belvin, 231 Boston Post Road, Amherst, NH 03031 r & d

Cynthia J. Dokmo, 23 Lord Jeffrey Drive, Amherst, NH 03031 r & d

Carol H. Holden, PO Box 13, Amherst, NH 03031-0013 r & d

**DISTRICT #15 (Bedford)**

M. Virginia Burke, 46 Meadowcrest Drive, Bedford, NH 03110-6316 r & d

Maurice E. Goulet, 48 Ministerial Branch, Bedford, NH 03110-5724 r

**Vacancy**

Evelyn S. Letendre, 4 West Wind Drive, Bedford, NH 03110 r

**DISTRICT #16 (Amherst, Bedford)**

Peter F. Wells, Sr., 106 Ponemah Road, Amherst, NH 03031 r

**DISTRICT #17 (Litchfield)**

Leon Calawa, Jr., 324 Chas. Bancroft Hwy. Litchfield, NH 03051-9800 r

Loren J. Jean, 25 Chas. Bancroft Hwy, Litchfield, NH 03051-2601 r

**DISTRICT #18 (Merrimack)**

Robert W. Brundige, 19 Level Street, Merrimack, NH 03054 r

Emma Dodge, 144 Baboosic Lake Road, Merrimack, NH 03054-3518 r

Dennis H. Fields, PO Box 0370 Merrimack, NH 03054-0370 r

John Gibson, 305 Baboosic Lake Road, Merrimack, NH 03054 r

Robert N. Kelly, PO Box 61, Merrimack, NH 03054-0061 r

Robert J. L'Heureux, 94 Back River Road, Merrimack, NH 03054-2690 r

Doris MacIntyre, 17 Cabot Road, Merrimack, NH 03054 r

Robert H. Milligan, 42 Patten Road, Merrimack, NH 03054-3064 r

**DISTRICT #19 (New Ipswich, Temple)**

Bonnie B. Packard, 6 Joy Lane, New Ipswich, NH 03071-3610 r & d

**DISTRICT #20 (Brookline, Greenville, Mason)**

Thomas I. Arnold, Jr., 10 Milford Street, Brookline, NH 03033-2446 r

Betty B. Hall, PO Box 309, Brookline, NH 03033-0309 d

**DISTRICT #21 (Brookline, Greenville, Mason, New Ipswich, Temple)**

Jeffrey C. MacGillivray, 256 Timbertop Road, New Ipswich, NH 03071 r & l

**DISTRICT #22 (Hollis)**

Susan B. Durham, 70 Hayden Road, Hollis, NH 03049-6200 r  
George W. Wright, 53 Flint Pond Road, Hollis, 03049-6005 r

**DISTRICT #23 (Hudson)**

David J. Alukonis, 121 Central Street, Hudson, NH 03051-4620 r  
Robert E. Clegg, Jr. 39 Trigate Road, Hudson, NH 03051 r  
David S. Feng, 1 Timber Lane, Hudson, NH 03051 r  
Gary Francoeur, 23 Woodcrest Drive, Hudson, NH 03051 r  
Rita Gotham, 3 Philbrick Street, Hudson, NH 03051 r  
Stanley N. Searles, Sr. 129 Dracut Road, Hudson, NH 03051-5423 r

**DISTRICT #24 (Pelham)**

James J. Fenton, 9 Dutton Road, Pelham, NH 03076-3416 r  
Thomas J. Kirby, PO Box 455, Pelham, NH 03076-0455 d  
Michael F. Marcinkowski, 17 Heartstone Road, Pelham, NH 03076 r

**DISTRICT #25 (Hudson, Pelham)**

Donald B. White, 13 Shoal Creek Road, Hudson, NH 03051 r

**DISTRICT #26 (Nashua Ward 1)**

Suzan L. R. Franks, 42 Cathedral Circle, Nashua, NH 03063-2732 r  
Mark I. Holt, 45 Seminole Drive, Nashua, NH 03063-3542 r  
Jane E. O'Hearn, 7 Pope Circle, Nashua, NH 03063-3307 r

**DISTRICT #27 (Nashua Ward 2)**

Cheryl Aksten, 43 Sherri-Ann Avenue, Nashua, NH 03060 r  
Richard Larose, 36 Charlotte Avenue, Nashua, NH 03060 r  
Robert S. Mercer, 11 Dinsmore Street, Nashua, NH 03060-1850 r

**DISTRICT #28 (Nashua Ward 3)**

Normand R. Bergeron, 8 Overhill Avenue, Nashua, NH 03060-1664 d  
Sylvia A. Holley, 6 Benton Drive, Nashua, NH 03060-1622 r  
Laura A. Kane, 18 Merrimack Street, #302, Nashua, NH 03060 d

**DISTRICT #29 (Nashua Ward 4)**

David E. Cote, 96 West Hollis Street, Nashua, NH 03060-3146 d & r  
Alphonse Haettenschwiler, 24 Mulberry Street, Apt. 2, Nashua, NH 03060-3858 d  
Craig Wheeler, 32 Chestnut Street #27, Nashua, NH 03060 d

**DISTRICT #30 (Nashua Ward 5)**

Donnalee M. Lozeau, 125 Shore Drive, Nashua, NH 03062-1339 r  
Philip M. Ackerman, 26 Carlene Drive, Nashua, NH 03062-1483 d  
Kathryn Toomey, 10 Lantern Lane, Nashua, NH 03062-1364 d



**DISTRICT #31 (Nashua Ward 6)**

Jane A. Clemons, 177 Kinsley Street, Nashua, NH 03060-3649 d  
Roland J. Lefebvre, 19 Dane Street, Nashua, NH 03060-5835 d  
Richard A. Soucy, 1 Lake Avenue, Nashua, NH 03060-1364 d

**DISTRICT #32 (Nashua Ward 7)**

Peter R. Cote 68 Bowers Street, Nashua, NH 03060 d  
Claudette R. Jean, 52 Burke Street, Nashua, NH 03060-4743 d  
Janice B. Streeter, 26 Indiana Drive, Nashua, NH 03060 r

**DISTRICT #33 (Nashua Ward 8)**

Elizabeth A. Cepaitis, 16 Shakespeare Road, Nashua, NH 03062-2431 r  
Joseph A. Foster, 9 Keats Street, Nashua, NH 03062-2509 d  
Joan C. Sullens, 5 Kyle Drive, Nashua, NH 03062-4539 r

**DISTRICT #34 (Nashua Ward 9)**

Frederick B. Andrews, 41 Monica Drive, Nashua, NH 03062-2362 r  
Mary Ellen Martin, 5 Lone Star Drive, Nashua, NH 03062-3411 d  
Paul W. Taylor, 214 Harris Road, Nashua, NH 03062 r

**DISTRICT #35 (Nashua Wards 1, 2, 3, 5)**

David B. Holt, 45 Seminole Drive, Nashua, NH 03063-3542 r

**DISTRICT #36 (Nashua Wards 4, 6, 7, 8, 9)**

A. Theresa Drabinowicz, 56A Temple Street, Nashua, NH 03060-3429 d

**DISTRICT #37 (Manchester Ward 1)**

David R. Boutin, 170 North Adams Street, Manchester, NH 03104 r  
Nick Hart, 225 North Bend Drive, Manchester, NH 03104-1821 r  
David T. Mittelman, 465 Crestview Circle, Manchester, NH 03104-1801 r

**DISTRICT #38 (Manchester Ward 2)**

Richard F. Ahern, 191 North Street, Manchester, NH 03104-3232 d  
Winston H. McCarty, 1514 Wellington Road, Manchester, NH 03104-4732 r  
Michael Morello, 205 Sagamore Street, Manchester, NH 03104-3308 r

**DISTRICT #39 (Manchester Ward 3)**

Mary E. Hussey, 200 Hanover Street, Manchester, NH 03101 d  
Joanne A. O'Rourke, 91 Harrison Street, Manchester, NH 03104-3611 d  
Dorothy M. Worthen, 1006 Union Street, Manchester, NH 03104 r

**DISTRICT #40 (Manchester Ward 4)**

Lionel W. Johnson, 276 Central Street, Manchester, NH 03103-4744 d  
Leon P. Pepino, 73 Walnut Street, Manchester, NH 03104-4848 r  
Donald Francis McMahon, 360 Hanover Street, Manchester, NH 03104 r

**DISTRICT #41 (Manchester Ward 5)**

Daniel J. Healy, 366 Lake Avenue, Manchester, NH 03103-4821 d  
**Vacancy**  
William J. McCarthy, 627 Central Street, Manchester, NH 03103 d

**DISTRICT #42 (Manchester Ward 6)**

Benjamin C. Baroody, 1181 Bridge Street, Manchester, NH 03104-5703 d  
Robert E. Murphy, 331 Medford Street, Manchester, NH 03109-4526 d  
Donna M. Soucy, 91 Alexander Drive, Manchester, NH 03109-4501 d

**DISTRICT #43 (Manchester Ward 7)**

Norma Greer Champagne, 252 Knowlton Street, Manchester, NH 03103 r  
Vivian J. Desmarais, 257 Gray Street, Manchester, NH 03103 r  
Paul J. Dwyer, Sr. 113 Hall Street, Manchester, NH 03103-4547 d

**DISTRICT #44 (Manchester Ward 8)**

Charles G. Bridgewater, 218 Riverbank Road, Manchester, NH 03103 r  
Raymond Buckley, 161 Faith Lane, Manchester, NH 03103-7031 d & r  
Frances L. Riley, 322 Circle Road, Manchester, NH 03103-3124 r

**DISTRICT #45 (Manchester Ward 9)**

Janet Gail Barry, 51 West Elmwood Avenue, Manchester, NH 03103 r  
William J. Desrosiers, 125 Overland Street, Manchester, NH 03103-6624 r  
Mark A. Krochmal, 445 Brown Avenue, Manchester, NH 03103 r

**DISTRICT #46 (Manchester Ward 10)**

Irene M. Messier, 40 New Gate Circle, Manchester, NH 03102-5147 r  
Frank J. Reidy, 36 Fenton Street, Manchester, NH 03102-4608 d  
John M. White, 81 Alpine Street, Manchester, NH 03102-4605 d

**DISTRICT #47 (Manchester Ward 11)**

Robert P. Asselin 164 Douglas Street, Manchester, NH 03102-4016 d  
Marc Pappas, 258 McGregor Street, Manchester, NH 03102 r  
Roland M. Turgeon, 609 Rimmon Street, Manchester, NH 03102-3127 d

**DISTRICT #48 (Manchester Ward 12)**

Robert Chabot, 73 Joseph Street, Manchester, NH 03102-2312 r  
Eugene L. Gagnon, 234 Joliette Street, Manchester, NH 03102-3048 r  
Gerald L. LaFleur, 195 Electric Street, Manchester, NH 03102-2808 d

(Revised April 1, 1996)

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SUMMARY:	MANCHESTER	NASHUA	TOWNS	TOTAL
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Hillsborough County Legislative Delegation  
Manchester Superior Courthouse  
February 8, 1996

Present: Representatives, F. Riley, R. Mercer, F. Andrews, N. Bergeron, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiller, C. Holden, W. McCarty, R. Kelley, F. Reidy, J. Streeter, R. Turgeon, and R. Wheeler, H. Hansen, O. Thulander, L. Emerton, L. Foster, H. Melcher, M. Hallyburton, W. Belvin, C. Kokmo, M.V. Burke, M. Goulet, E. Letendre, R. Brundige, J. Gibson, D. MacIntyre, R. Milligan, T. Arnold, D. Alukonis, R. Gotham, S. Searles, D. White, J. O'Ahern, D. Cote, P. Ackerman, P. Cote, J. Streeter, J. Sullens, P. Taylor, N. Hart, D. Mittleman, R. Ahern, L. Johnson, D. McMahon, D. Soucy, N. Champagne, R. Buckley, I. Messier, R. Chabot, G. LaFleur. Also present: Comm. Pappas, Comm. Lobacki, C. Kirby, J. O'Mara, K. Giacoconello,

Vice-Chairperson Riley, as acting Chairperson, called the meeting to order at 7:50 PM and requested Rep. McCarty to lead the Pledge to the Flag.

Chairperson Riley requested that members of the Delegation be seated, if extra seats are available, members of the public may be seated. Only members of the Delegation are eligible to address the Convention and make motions. For the record, the maker of the motion shall state their name and district. Motion forms are available at the front table.

Chairperson Riley introduced Marcia Rusch as the Coordinator for the County Delegation.

Rep. Mercer called the roll and announced 52 members present. Sixty are required for a quorum.

Due to a lack of quorum Chairperson Riley adjourned the meeting. Chairperson Packard will schedule the next meeting date. Members of the Delegation will be notified in advance.

The meeting adjourned at 8:05 PM



Rep. Robert S. Mercer, Clerk  
Hillsborough County Legislative Delegation

Date Approved: 3/22/96

Hillsborough County Legislative Delegation  
Representatives Hall  
Concord, NH  
February 21, 1996

Present: Representatives, B. Packard, F. Riley, R. Mercer, F. Andrews, N. Bergeron, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiler, C. Holden, R. Kelley, T. Kirby, W. McCarty, K. McRae, R. Kelley, F. Reidy, J. Streeter, R. Turgeon, and R. Wheeler, G. Allen, H. Hansen, M. Sargent, P. Perkins, M. Dyer, S. Peters, E. Amidon, L. Foster, K. Herman, W. Belvin, C. Kokuno, M.V. Burke, M. Goulet, E. Letendre, L. Jean, R. Brundige, D. Fields, J. Gibson, R. L'Heureux, D. MacIntyre, R. Milligan, T. Arnold, B. Hall, J. MacGillivray, S. Durham, G. Wright, R. Gotham, S. Searles, M. Marcinkowski, D. White, J. O'Ahern, S. Holley D. Cote, D. Lozeau, P. Ackerman, K. Toomey, R. Lefebvre, P. Cote, C. Jean, E. Cepatis, J. Foster, J. Sullens, P. Taylor, T. Drabinowicz, N. Hart, R. Ahern, D. McMahon, R. Murphy, D. Soucy, V. Desmarais, R. Buckley, I. Messier, J. White, R. Chabot, R. Asselin, G. LaFleur. Also present: C. Kirby, K. Giacoponello, E. Mercier, and M. Rusch.

Chairman Packard called the meeting to order at 5:50 PM and declared a quorum present.

Chairman Packard stated only members of the Delegation are eligible to address the Convention and make motions. For the record, the maker of the motion shall state their name and district.

Motion by Rep. Wheeler second by Rep. Kirby to approve the Teamster Local 633 Collective Bargaining Agreement (CBA). Chairman Packard recognized Rep. Wheeler to discuss the details of the CBA and the report that was presented by Mrs. Giacoponello and Mr. O'Mara at the Executive Committee meeting on February 16, 1996, the report details the contract and related costs, and was developed to address many of the questions that were raised at the February 8, 1996, Public Hearing. Rep. Wheeler stated that the Executive Committee recommends approval of the Teamster Local 633 Collective Bargaining Agreement. In response to a questions from Rep. V. Burke, Rep. Wheeler stated he does not have enough knowledge about the Contract to go over it in detail. He suggested the Labor Contract be obtained from the Business Office and this will answer a lot of questions that are being raised. Some of the savings to the County will be: reduced cost for insurance, reduction in premiums and no weekend shift. Rep. Wheeler stated the sick pay policy was already in effect and approved by Delegations before us. We do not have control over that particular issue in this discussion. He also stated this is not a new contractual provision, these practices have been in place for many years. The Delegation needs to focus on the issue at hand and vote on what you believe is the right thing to do for the County. This is a very attractive management package and will save the County money overall.

Rep. Taylor spoke in support of the Collective Bargaining Agreement. He stated, being a former union negotiator it seemed like both sides were conceding to various aspects of the Agreement and the Delegation should approve.

Rep. L. Jean stated a few years ago the Budget subcommittee recommended reimbursable sick time not be approved.

Rep. Wheeler responded to a question from Rep. Arnold regarding signed contracts and take backs. Rep. Wheeler stated in the handout on page two, the minus figures will show the reduction in health cost and sick pay. The Insurance savings is significant because it will set a trend across the County. In addition, there has been the establishment of employee participation in the rate, this is significant and as the cost

increases there appears to a sharing of the increased medical expenses. These are the most significant of the take backs and will set benchmarks for future negotiations.

Rep. White cautioned the Delegation against restraining us on a steady basis with gradual escalation's that will cost the taxpayers money.

Rep. Hansen supported the motion and stated that the Delegation take a close look at the letter from Commissioner Pappas, this letter will answer most of the questions that are being asked tonight.

Rep. Brundige spoke against the Agreement and stated this was unfair labor practice to put a raise in the budget for a contract that has not been negotiated. He also referred back to answers from Mr. Roulx during the February 8, 1996, Public Hearing stating that previous raises were given before the contact was approved and that is poor management practice.

Rep. Packard stated that the original 2% increase for the Supervisors in Teamster Local 633 was in the budget before they became a bargaining unit.

Motion by Rep. Murphy second by Rep. Souch to move the previous question. On a voice vote motion adopted.

Chairman Packard called roll. Yes, to ratify the Agreement. No, oppose the ratification of the Agreement. Chairman Packard announced that the Motion carries 51 Yes, 15 No.

Aves

Representatives: B. Packard, R. Mercer, F. Andrews, N. Bergeron, L. Calawa, E. Gagnon, A. Haectenschwiller, C. Holden, R. Kelley, T. Kirby, W. McCarty, K. McRae, R. Kelley, F. Reidy, J. Streeter, R. Turgeon, and R. Wheeler, G. Allen, H. Hansen, M. Sargent, P. Perkins, M. Dyer, S. Peters, E. Amidon, L. Foster, K. Herman, W. Belvin, C. Kokmo, M. Goulet, E. Letendre, J. Gibson, T. Arnold, B. Hall, J. MacGillivray, S. Durham, G. Wright, S. Searles, J. O'Ahern, D. Cote, P. Ackerman, K. Toomey, R. Lefebvre, P. Cote, C. Jean, E. Cepatis, J. Foster, J. Sullens, P. Taylor, T. Drabinowicz, N. Hart, R. Ahern, R. Murphy, D. Soucy, V. Desmarais, R. Buckley, I. Messier, J. White, R. Chabot, R. Asselin, G. LaFleur.

Nays

Representatives: G. Daniels, F. Riley, M.V. Burke, L. Jean, R. Brundige, D. Fields, R. L'Heureux, D. MacIntyre, R. Milligan, R. Gotham, M. Marcinkowski, D. White, S. Holley, D. Lozeau, D. McMahon.

A motion by Rep. Kirby to adjourn second by Rep. Sullens. Meeting adjourned at 7:05



Rep. Robert S. Mercer, Clerk  
Hillsborough County Legislative Delegation

Date Approved: \_\_\_\_\_

3/22/96

Wheeler responded by stating public defenders are always paid more than County Attorneys and there needs to be some recognition that Attorneys compensation is different from the general public. The Delegation needs to recognize that in Hillsborough County the County Attorneys workload is the heaviest in the State.

Rep. Pepino spoke in opposition of the amendment.

Rep. Desmarais spoke in opposition of the amendment. She stated the elected official knows in advance what the salary is and what makes this position different from the Register Deeds and Sheriff position.


Motion by Rep. Ferguson second by Rep. Dokmo to move the question. Chairman Packard restated the motion by Rep. Wheeler to raise the level of the County Attorney salary from \$62,400 to \$65,000. On a division vote the motion fails.

Amendment by Rep. Lozeau second Rep. L'Heureux that Hillsborough County establish a salary range for the County Attorney, between \$52,000 and \$68,000 with five steps that coincide with experience relative to criminal law. On a division vote motion fails.

Rep. Kurk spoke in opposition, he stated the salary range is something that can be developed for the next the Blue Ribbon Salary Committee.

Chairman Packard restated the original motion by Rep. Kurk which states the Commissioners and Treasurer will remain at 1996 levels which does not include benefits at County expense. The County Attorney, Register of Deeds and Sheriff will recognize a 4% increase of 1996 salaries plus benefits. On a division vote the motion carries.

There being no further business to come before the Delegation, on a motion by Rep. Kurk sufficiently seconded and adopted the meeting adjourned at 4:15 PM.

  
Rep. Robert S. Mercer, Clerk  
Hillsborough County Legislative Delegation

Date Approved: Sept. 30, 1996

Hillsborough County Legislative Delegation  
Representatives Hall  
Concord, NH  
May 29, 1996

Chairman Packard called the meeting to order at 3:30 PM and declared a quorum present.

For the record, the maker of the motion shall state their name and district.

Motion by Rep. Kurk to approve recommendations of the Executive Committee for County Elected Officials Salary, Benefits, and other Compensation pursuant to RSA 23:7. This must be set bi-annually by the County Convention. The recommendations from the Executive Committee are for the Commissioners and Treasurer to remain at 1996 levels which does not include benefits at the County expense. The County Attorney, Register of Deeds and Sheriff will recognize a 4% increase of 1996 salaries plus benefits. The calculations are as follows

<u>Year</u>	<u>Commissioners</u>	<u>Treasurer</u>	<u>County Atty</u>	<u>Register Deeds</u>	<u>Sheriff</u>
1997	13,500 - 13,500	2,900	62,400	40,560	36,400
1998	13,500 - 13,500	2,900	62,400	40,560	36,400

Rep. Kurk stated the figures listed above are slightly different than what was proposed by the Blue Ribbon Salary Committee. Their recommendations are as follows:

<u>Year</u>	<u>Commissioners</u>	<u>Treasurer</u>	<u>County Atty</u>	<u>Register Deeds</u>	<u>Sheriff</u>
1997	13,500 - 13,500	2,900	65,000	40,000	35,000
1998	13,500 - 13,500	2,900	70,000	41,000	35,000

Rep. Kurk stated the Executive Committee thought the figures proposed by the Blue Ribbon Salary were too high. In order to be fair the Executive Committee decided to give a 4% increase to the County Attorney, Register Deeds and the Sheriff, the Commissioners and Treasurer would remain the same as 1996 levels.

There were discussions regarding the County Attorney salary and the fact that he is earning less than his deputies. Rep. Kurk stated that the salary is ample for the position according to the marketplace today. He also noted that the salary is being designed for the position and not the incumbent or individual.

Rep. Kurk responded to a suggestion regarding setting a salary range for the various positions. He noted this would be beneficial and would hope that the Blue Ribbon Salary Committee would act upon this suggestion.

In response to a question Chairman Packard named the various individuals on the Blue Ribbon Salary Committee. The Committee consisted of Rep. Packard, Rep. Mercer, Rep. Wheeler, Rep. Bergeron, Rep. Riley, Rep. Turgeon.

Motion by Rep. Wheeler second by Rep. Hart to amend Rep. Kurk's motion to change the County Attorney's salary from \$62,400 to \$65,000.

Rep. Soucy spoke in favor of the amendment and asked whether consideration was given to the salaries of County Attorney's in other Counties and also noted that the Hillsborough County Attorney is serving two Courts. She also questioned was consideration given to what the State pays Public Defenders. Rep.

**Hillsborough County Executive Committee  
Manchester Superior Courthouse  
Public Hearing  
June 18, 1996**

Present: Representatives B. Packard, F. Riley, D. Alukonis, F. Andrews, N. Bergeron, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiller, W. McCarty, M. Morello, F. Reidy, J. Streeter, R. Turgeon, and R. Wheeler. Also present: Comm. Pappas, Comm. Lobacki, D. Fredette, C. Kirby, J. MacDonald E. Mercier, J. O'Mara, E. Robinson, K. Giacomponello, M. Rusch, approximately 35 members of the delegation and members of the public.

Chairman Packard called the Public Hearing to order at 7:00 PM. The purpose of the meeting is to hear public comment on the Hillsborough County Executive Committee Proposed F/Y 97 Budget in the amount of \$\$57,269,982 and that the sum of \$35,259,940 be raised in county taxes. The proposed F/Y 97 Budget represents a 2.90% increase over F/Y 96.

At this time, we will accept public comment. Those wishing to speak were requested to fill out *pink cards*. Budget subcommittee chairman are present to answer any questions that may be raised.

Chairman Packard introduced the Chairman of each subcommittee:

	<u>Department</u>	<u>Chairman</u>
Subcommittee A	Nursing Home	Rep. Neal Kurk
Subcommittee B	Department of Corrections County Complex	Rep. Karen McRae Rep. Leon Calawa
Subcommittee C	Sheriff	Rep. Gary Daniels
Subcommittee D	Human Services Special Projects	Rep. Carol Holden
Subcommittee E	Register Deeds County Convention Conservation/County Co-Op	Rep. Robert Kelley
Subcommittee F	Business Office Commissioners Revenue CDP County Debt Human Resources	Rep. Robert Wheeler
Subcommittee G	County Attorney Medical Referee Law Library	Rep. Mercer

Mr. David Fredette, Alderman from Nashua, spoke in opposition of the budget. He voiced concerns regarding the increase in the Nursing Home and Human Services budgets. He stated State Reps from Nashua assured the local taxpayers that upon the approval of HB 32 it would not effect the local property taxes. He would like a detailed explanation of why the increase is occurring.

Mrs. Emily Mercier, Hillsborough County Nursing Home Administrator, spoke in favor of the proposed F/Y 97 Budget. She stated that on Friday, June 14, 1996 she received the proposed Medicaid reimbursement methodology that will effect the Hillsborough County F/Y 97 Budget Revenue figure. Mrs. Mercier is recommending that the Executive Committee increase the revenue line item 0189 figure by \$500,000.

Mrs. Ellen Ann Robinson, Director of Human Services Department, spoke in support of the budget. She stated in response to Mr. Fredette's questions regarding the increase in the Human Services budget, the Executive Committee added \$500,000 to Intermediate Nursing Care (INC) portion of the budget. There will be a deficit in INC of approximately \$300,000 over the budgeted amount because Nursing Home rates were frozen for 9



months due to HB 32. Mrs. Robinson stated that we were fortunate that the rates were frozen. While the Nursing Home will realize an increase in their revenue it will cost the Human Services budget 31%. Mrs. Robinson also requested that the Executive Committee re-look at the Computer Data Processing budget for her department and some of the other departments. She stated Human Services took substantial cuts in the Computer Data Processing budget and because of this there will be several staff members from Human Services who will be without a computer.

Artemis Parks stated she is a neutral party and is interested in the appropriation for the Nursing Home costs. She suggested many questions should be raised to the State regarding Federal Guidelines and acuity levels on a long term basis, and what will it mean to the taxpayer.

Mr. Bill Duffy, from Merrimack requested that the Delegation reconsider Group II Retirement Benefits for employees of Hillsborough County Department of Corrections. He stated this would be a tax savings to the taxpayers of Hillsborough County.

In response to questions, Rep. Wheeler, Chairman of Subcommittee F, stated that the reason the Personnel Administration figure on the MS-42 is so high is because it incorporates a plan to reinstitute work away from contracted services and into the proposed F/Y 97 budget. There is a 50% savings if we do the work in-house by hiring a Labor Relations Administrator to do negotiations

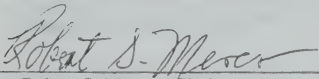
In response to questions, Mrs. Giacomponello stated the MS-42 form for 1996, changed, the maintenance for Government Buildings incorporates Temple Street, Manchester Courthouse, and the County Complex.

In response to questions, Mrs. Robinson stated the increase in Human Services budget is due to a modest increase in salaries, there was a significant increase in Health Insurance, this was due to under budgeting last year. Also there is a significant increase in the In-State travel line due to an grant funded intervention program that we are involved with this year.

In response to questions, Rep. Wheeler stated the increase in the Sheriff's revenue figure is due to a few things; 1) Because of a recent House Bill, the Bailiff's expenditures will be offset by income because the Bailiff's are employees of the State. 2) There has been a one time change in billing, this is not a true increase in revenue it is a float. The billing is taking place in advance, opposed to billing in arrears. This is not a true revenue increase but a change in how the dollars flow.

In response to questions Rep. Wheeler and Chairman Packard stated that the amount in the Computer budget is the minimal amount necessary to insure the County can operate.

Chairman Packard concluded the Public hearing at 7:55 PM.

  
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Rep. Robert S. Mercer, Clerk  
Hillsborough County Legislative Delegation

Date Approved: 11/19/96

Hillsborough County Legislative Delegation  
Manchester Superior Courthouse  
June 20, 1996

Present: Representatives, B. Packard, D. Alukonis, F. Andrews, N. Bergeron, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiller, R. Kelley, T. Kirby, N. Kurk, W. McCarty, K. McRae, M. Morello, F. Reidy, J. Streeter, R. Turgeon, and R. Wheeler, H. Hansen, O. Thulander, B. Hunter, L. Foster, H. Melcher, K. Herman, W. Belvin, C. Dokmo, M.V. Burke, M. Goulet, E. Letendre, L. Jean, R. Brundige, D. MacIntyre, R. Milligan, T. Arnold, J. MacGillivray, S. Durham, D. Feng, G. Francoeur, R. Gotham, S. Searles, J. Fenton, M. Marcinkowski, D. White, J. O'Ahern, S. Holley, L. Kane, P. Ackerman, K. Toomey, R. Lefebvre, P. Cote, C. Jean, J. Foster, J. Sullens, M.E. Martin, P. Taylor, T. Drabinowicz, N. Hart, R. Ahern, L. Johnson, D. McMahon, R. Murphy, D. Soucy, N. Champagne, P. Dwyer, R. Buckley, I. Messier, R. Chabot, G. LaFleur. Also present: Comm. Pappas, Comm. Lobacki, D. Fredette, P. McDonough, C. Kirby, Sheriff Morse, J. O'Mara, M. Trojan, K. Giacoponello, E. Robinson, E. Mercier, D. Parnell, J. MacDonald, A. Anderson, M. Rusch and members of the public.

Chairman Packard called the meeting to order at 7:10 PM and requested Rep. Turgeon to lead the Pledge to the Flag.

Chairman Packard requested members of the Delegation to be seated in the pews, if extra seats are available, members of the public may be seated. Only members of the Delegation are eligible to address the Convention and make motions. All budget amendments shall be submitted to the Clerk of the Delegation in writing and shall specify the appropriation line item, income line item, and the amount to be either increased or decreased. For the record, the maker of the motion will state their name and district. In addition, Representatives are requested to address the audience from the front of the Courtroom. Motion forms are available at the front table.

The proposed F/Y 97 budget has been reviewed by the Board of Commissioners, seven separate Subcommittee's and the Executive Committee. Over sixty members of the Delegation participated in the budget process. The Executive Committee met for three full days to review Subcommittee recommendations.

On page 2, line item 4211, Sheriff Department, there was a calculation error in the amount is \$700. The new budget summary pages reflect the calculation corrections.

In the absence of Rep. Mercer, Chairman Packard requested Rep. Kurk to serve as Clerk of the Delegation. Rep. Kurk called the roll and declared a quorum present with 63 members.

Motion by Rep. Turgeon, District 47, second by Rep. Reidy to authorize the Hillsborough County Board of Commissioners to accept any funds made available to Hillsborough County during F/Y 97 and to deposit same in the general fund or any fund otherwise designated by the acceptance. In response to a question, Chairman Packard stated the motion is similar to one we vote every year. On a voice vote motion carries.

Motion by Rep. Wheeler, District 7, second by Rep. Kelley to approve the Hillsborough County Executive Committee Proposed F/Y 97 Budget dated June 20, 1996 for a total appropriation of \$57,269,982 and that the sum of \$35,259,940 be raised in county taxes, the said county tax to be adjusted by the final surplus figures upon closing of the county records for the fiscal year 1996. The proposed F/Y 97 Budget represents

a 2.90% increase over F/Y 96. The amount to be raised in County taxes represents a 3.54 % increase over F/Y 96. This is assuming the tax base remains level.

Motion by Rep. Reidy, District 46, second by Rep. Buckley to move reconsideration of the of Southern New Hampshire Services budget request as follows:

4145-1a	Head Start	\$65,461
4145-1b	The Community Services Program	\$52,364
4145-1c	Commodity Food Distribution	\$31,350
4145-1d	Fuel Assistance Program	<u>\$56,000</u>
	Total	\$205,175

Rep. Reidy spoke to his motion. He stated that during the Executive Committee Budget meetings, Southern New Hampshire Services assumed the Executive Committee put back the original monies that were requested.

Rep. Buckley spoke in support of the motion. As a member of the subcommittee, he stated the fuel assistance program was being cut from \$56,000 to \$45,000. This particular program is a very important service to the elderly people of Hillsborough County. It is also available to low income people and individuals with small children in the home. The Head Start Program was also cut. This program is designed to benefit low income children and prepare them for kindergarten. The Community Services Program was cut. This included programs such as the Battered Women's Program, the GED Program which provides a better education to low income individuals to improve their lives in society, the Inner City Pregnancy for Teenagers Program which provides housing and child development to low income teenagers. By supporting Rep. Reidy's motion we will send a very strong message to the Board of Commissioners that the needs of the people of this County come before the needs of any other individual who happens to be employed by the County or any individual who may have different needs or political beliefs. We need to stand very strong and very firm and support Rep. Reidy's motion.

Rep. Daniels, District 13, spoke in opposition to the motion. These are *Special Projects*, they may be worthwhile but they are not required programs for the County to fund. We need to put things in perspective.

Rep. Hattenschwiler, District 29, stated that the Head Start and Community Service program were not funded in the final budget for the current fiscal year, so technically we are not cutting.

Rep. McCarty, District 38, stated he served on the Special Projects Subcommittee and noted the cuts were done by the Commissioners, and the Executive Committee agreed with the cuts. The total Head Start budget amount is \$1.7 million funded by the federal government, the County only funds a small portion of the Special Projects budget. During the Executive Committee budget process they requested more detail on the expeditors of the \$1.7 million.

Rep. Kurk, District 5, opposed the motion noting that if the full amount is approved our tax increase would go from 3.5% to 3.9%.

Chairman Packard stated that since this is a line item budget, each line will be taken individually.

Chairman Packard requested those in favor of restoring \$65,461 to Special Projects, line 4145-1a, Head Start, to stand. On a division vote motion fails.

Chairman Packard requested those in favor of restoring \$52,364 to Special Projects, line 4145-1b, Community Service Program, to stand. On a division vote motion fails.

Chairman Packard responded to a question from Rep. Buckley regarding the Human Services Director salary increase. It was confirmed that the Director will receive a step increase, from Grade 26, Step 1 to Grade 26, Step 2. Rep. Buckley noted this individual is running for State Senator. Rep. Packard responded to questions regarding the Directors work schedule and conflicts, the Human Service Director is an Administrative function and needs to be addressed by the Commissioners. It was noted that the Commissioners have the authority and power to address the position and function.

Motion by Rep. Wheeler, District 7, second by Rep. Goulet to amend the Executive Committee proposed F/Y 97 budget (booklet) to increase the Revenue line 0189, Nursing Home Patient Income by \$500,000 for a total of \$13,580,000. Rep. Wheeler explained the intent of the motion was to adjust the numbers contained in the budget booklet.

Rep. Wheeler stated the Executive Committee was presented a certain number for an assumed level of income from sources other than taxation. Subsequent to the Public Hearing the Executive Committee received additional information regarding revenue, there was an Executive Committee amendment to that number which elevated the expected revenue by \$500,000, this motion was adopted by the Executive Committee.

In response to questions Rep. Kurk explained when the motion to approve the Hillsborough County budget was made it included everything in the budget. Rep. Wheeler moved to amend one particular line in the booklet because it is required to reflect the numbers in the original Hillsborough County Budget. In order for the numbers in the Hillsborough County Budget to be correct, the motion to amend the proposed F/Y 97 budget booklet has to be moved, also, both of them are part of the approved bottom line. The only incorrect number in this book is the \$700 error that Rep. Packard reported. Also, as a result of the meeting last Friday held by the Health and Human Services Department we were informed we would be receiving an additional \$500,000 from Nursing Home income. So while that was included in the original motion it is not correctly printed in the booklet which was printed prior to the Health and Human Services meeting.

Rep. Wheeler recapped the motion to amend the proposed F/Y 97 budget booklet to increase Revenue line item 0189 Nursing Home Patient Income by \$500,000 for a total of \$13,580,000. On a voice vote motion adopted.

Chairman Packard restated the motion to approve the Hillsborough County Executive Committee Proposed F/Y 97 Budget dated June 20, 1996 for a total appropriation of \$57,269,982 and that the sum of \$35,259,940 be raised in county taxes. Chairman Packard requested roll call. On a roll call vote of 50 to 14 motion carries.

#### Ayes

Rep. Hansen, Rep. Kurk, Rep. Thulander, Rep. McRae, Rep. Wheeler, Rep. Foster, Rep. Melcher, Rep. Dokmo, Rep. V. Burke, Rep. Goulet, Rep. Calawa, Rep. Brundridge Rep. Kelley, Rep. McIntyre, Rep.

Milligan, Rep. Arnold, Rep. MacGillivray, Rep. Durham, Rep. Alukonis, Rep. Searles, Rep. Kirby, Rep. O'Hearn, Rep. Bergeron, Rep. Holley, Rep. Kane, Rep. Hattenschwiller, Rep. Ackerman, Rep. Toomey, Rep. Lefebvre, Rep. Cote, Rep. Jean, Rep. Streeter, Rep. Foster, Rep. Sullens, Rep. Andrews, Rep. Taylor, Rep. Drabinowicz, Rep. Hart, Rep. Ahern, Rep. McCarty, Rep. Morello, Rep. Johnson, Rep. McMahon, Rep. Murphy, Rep. Champagne, Rep. Messier, Rep. Turgeon, Rep. Chabot, Rep. Gagnon, Rep. LaFleur.

Nays

Rep. Hunter, Rep. Daniels, Rep. Herman, Rep. Belvin, Rep. Letendre, Rep. Feng, Rep. Gotham, Rep. Fenton, Rep. Marcinkowski, Rep. White, Rep. Soucy, Rep. Dwyer, Rep. Buckley, Rep. Reidy. Motion to approve the F/Y 97 budget adopted.

Motion by Rep. Melcher, District #11, second by Rep. Belvin to establish a budget strategy at the beginning of each budget cycle, the Executive Committee will meet with the County Commissioners to develop a strategy for the upcoming year .

Rep. Melcher spoke in favor of the motion. He stated this would create better communication between the various county departments and create a better strategy in dealing with the budget.

Rep. Hattenschwiller spoke in favor of the motion. The Commissioners are tasked with the total operation of the county and preparing the budget. The budget is then submitted to the Executive Committee for approval. The Executive Committee's primary function is to approve or disapprove the monies.

Rep. Herman spoke in opposition stating the voters ultimately have the power to control the budget, by electing the various commissioners and delegates. The voters are placing confidence in their hands.

Rep. Belvin spoke in favor of the motion. The Commissioners and Executive Committee should meet and look at the economic factors of the state and county for the upcoming year and make decisions on appropriate numbers to work with during the budget process. He stated this could be a positive and constructive move for open communication for the County.

Rep. Brundige, District 18, spoke in favor of the motion. He stated in the town of Merrimack the Town Manager and the Selectmen always set goals and objectives at the beginning of every budget session.

Rep. Wheeler stated it would be more appropriate for the Budget Committees and the Selectmen meet to set a target number to work with on the local level. This would be inappropriate unless it was done on a cooperative basis.

Rep. Arnold, District 20, stated the need for more feedback from the public, he referred to the lack of attendance and questions at the Public Hearing on June 18, 1997.

Rep. Kurk, District #5 , spoke in favor of the motion. This would open the process to the public and the County would be under close scrutiny. This could work in our favor, it would make the process more efficient and our decisions more global.

Chairman Packard restated the Melcher motion. On a voice vote, motion carries.

Motion by Rep. Goulet, District #15, second by Rep. Champagne, moves that F/Y 98 budget be provided to and received by the County Delegation one week prior to the Delegation meeting to consider the same. In addition, the names of subcommittee members will be included.

Rep. Goulet spoke to his motion. If the list of the subcommittee members were available we could have approached individuals with our questions in advance. Rep. Packard responded questions by noting, by statute the budget books are made available to the public one week in advance and Representatives are notified in advance. They are distributed to three locations throughout the County for individuals to pick up.

Rep. Arnold suggested that individuals who would like a copy of the budget booklet mailed to them, beginning with the F/Y 98 Budget, contact Marcia Rusch at the Delegation Office.

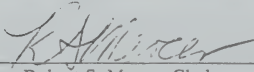
Motion by Rep. Goulet to amend the original motion. In the letter that is mailed to Representative notifying them of the Delegation meeting and where the Budget Booklet can be picked up it will also indicate that upon request a copy of the booklet will be mailed to you.

A statement from Rep. Reidy to Chairman Packard. Madame Chairman, Representative Bonnie Packard the Delegation applauds you for your fairness to the Delegation. During this last session you have given Members of the Delegation the opportunity to express opinions pertaining to the budget and individuals were allowed to discuss anything they wanted to discuss. You gave everyone a chance to agree or disagree, and for this, and with many others, we thank you.

Rep. Packard responded to Rep. Reidy's statement Thank you very much. I would like at this time to thank all the many members of the Delegation who volunteered to participate in the subcommittees. I know that all of the subcommittees appreciated your effort and willingness to participate in the process, and we thank all of you very much. And I would like, as we never know where we are going in this world, and what road we are going to travel down, to thank all of you for the honor and privilege to serve as chair of this Delegation. You are all very, very fine people. I thank all of you who turned out tonight to participate and vote on a very important budget and I know sometimes we are tired, especially at this time of the year, but it shows what interests those of you that are present have. And I would also like to thank the members of the Executive Committee for all their many hours of work and the people in the business office who have helped us this evening, Mrs. Giacomponello and Mr. Parnell, and our Coordinator, Marcia Rusch. Thank you all for coming.

Motion by Rep. Buckley, second by Rep. Soucy to include the remarks in the 1997 Annual Report of Rep. Reidy, applauding Chairman Packard for her fairness during her tenure. Also to publish Chairman Packard's response, including her thanks to the Delegation. On a voice vote, motion carries.

There being no further business to come before the Delegation, on a motion by Rep. Goulet sufficiently seconded and adopted the meeting adjourned at 8:35 PM

  
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Rep. Robert S. Mercer, Clerk  
Hillsborough County Legislative Delegation

Date Approved: 7/12/96

Hillsborough County Legislative Delegation  
Manchester Superior Courthouse  
November 21, 1996

Present: Representatives, F. Riley, R. Mercer, D. Alukonis, F. Andrews, N. Bergeron, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiller, C. Holden, N. Kurk, W. McCarty, K. McRae, J. Streeter, R. Turgeon, and R. Wheeler, H. Hansen, M. Sargent, O. Thulander, B. Hunter, M. Dyer, L. Foster, H. Melcher, K. Herman, W. Belvin, M.V. Burke, J. Fenton, M. Goulet, E. Letendre, R. Brundige, D. Fields, J. Gibson, D. MacIntyre, R. Milligan, T. Arnold, J. MacGillivray, G. Wright, D. Feng, J. O'Ahern, S. Holley, R. Lefebvre, P. Cote, C. Jean, J. Foster, J. Sullens, D. Holt, T. Drabinowicz, N. Hart, R. Ahern, L. Johnson, D. McMahon, L. Pepino, R. Murphy, P. Dwyer, J. Barry, R. Chabot, G. LaFleur. Also present, P. McDonough, J. O'Mara, K. Giacomponello, E. Mercier, M. Rusch and members of the public.

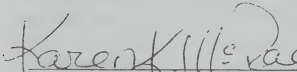
Vice-Chairman Riley called the meeting to order at 7:10 PM and requested Rep. Gagnon to lead the Pledge to the Flag.

Vice-Chairman Riley requested that members of the Delegation be seated, if extra seats are available, members of the public may be seated. Only members of the Delegation are eligible to address the Convention and make motions. For the record, the maker of the motion shall state their name and district. Motion forms are available at the front table.

Rep. Daniels called the roll and announced 57 members present. Sixty are required for a quorum.

At the request of the Delegation members present it was determined that the members not present should be notified and strongly urged to attend the rescheduled meeting.

Due to a lack of quorum Vice-Chairman Riley adjourned the meeting. Vice-Chairman Riley scheduled the next meeting for Tuesday, November 26, 1996. Members of the Delegation will be notified in advance.

  
Rep. Karen K. McRae, Clerk  
Hillsborough County Executive Committee

Date Approved: 2/17/97

Hillsborough County Legislative Delegation  
Manchester Superior Courthouse  
November 26, 1996

Present: Representatives, F. Riley, R. Mercer, D. Alukonis, F. Andrews, N. Bergeron, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiller, C. Holden, R. Kelley, N. Kurk, W. McCarty, K. McRae, M. Morello, R. Turgeon, and R. Wheeler, H. Hansen, O. Thulander, L. Emerton, B. Hunter, L. Foster, H. Melcher, K. Herman, W. Belvin, C. Dokmo, M.V. Burke, M. Goulet, L. Jean, J. Gibson, R. L'Heureux, R. Milligan, T. Arnold, B. Hall, J. MacGillivray, S. Durham, G. Wright, R. Clegg, D. Feng, G. Francoeur, R. Gotham, J. Fenton, M. Marcinkowski, J. O'Ahern, R. LaRose, S. Holley, R. Lefebvre, D. Lozeau, P. Cote, C. Jean, J. Foster, J. Sullens, P. Taylor, D. Holt, D. Boutin, N. Hart, R. Ahern, L. Johnson, D. McMahon, R. Murphy, N. Champagne, C. Bridgewater, J. Barry, W. Desrosiers, I. Messier, R. Reidy, R. Chabot, G. LaFleur. Also present, P. McDonough, E. Mercier, M. Rusch and members of the public.

Vice-Chairman Riley called the meeting to order at 7:05 PM and requested Rep. Goulet to lead the Pledge to the Flag.

Vice-Chairman Riley requested that members of the Delegation be seated, if extra seats are available, members of the public may be seated. Only members of the Delegation are eligible to address the Convention and make motions. For the record, the maker of the motion shall state their name and district. Motion forms are available at the front table.

Rep. Mercer called the roll and declared a quorum present with 67 members.

Motion by Rep. Wheeler, second by Rep. Cote to reject the Department of Corrections factfinder report. Rep. Wheeler stated after a lengthy discussion the Executive Committee rejected the factfinder report. Brief discussion regarding the financial impact of the factfinder report for the Department of Corrections. Rep. Wheeler noted there would be a one time signing bonus of \$1,000 to individuals, the weekend shift would be eliminated and the health insurance would change to managed care.

Rep. Reidy questioned Group II participation by the Department of Corrections employees. He stated this would be a benefit for the employees and we would save money for the County.

Rep. Wheeler responded to the Group II issue by noting this is a separate issue and was not an agenda item, in addition, it is not part of the factfinder report for the Department of Corrections.

Motion by Rep. Goulet, second by Rep. Hart to move the question. The motion to reject the factfinder report was restated by Vice-Chairman Riley. On a voice vote motion approved.

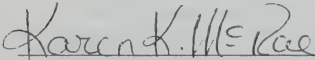
Motion by Rep. Kurk, second by Rep. Champagne to reject the factfinder report for the Nursing Home. Brief discussion regarding the financial impact of the factfinder report for the Nursing Home. Rep. Kurk noted the Nursing Home factfinder report was based on the Department of Corrections factfinder report which was rejected previously.

Motion made and sufficiently seconded to move the question. The motion to reject the factfinder report was restated by Vice-Chairman Riley. On a voice vote motion approved.



Motion by Rep. Wheeler, second by Rep. Kurk to send a special thank you letter to Mr. Peter Florey, Factfinder, for the Department of Corrections, for his hard work and dedication. On a voice vote motion approved.

There being not further business to come before the Delegation, on a motion by Rep. Herman, sufficiently seconded and adopted, the meeting adjourned at 7:35 PM.

  
Rep. Karen K. McRae, Clerk  
Hillsborough County Executive Committee

Date Approved: 2/17/97

Hillsborough County Legislative Delegation  
Bouchard Building, County Complex,  
Goffstown, NH  
December 11, 1996

Present: Representatives, F. Riley, R. Mercer, D. Alukonis, L. Calawa, G. Daniels, E. Gagnon, A. Haettenschwiller, C. Holden, N. Kurk, W. McCarty, K. McRae, M. Morello, F. Reidy, R. Turgeon, and R. Wheeler, H. Hansen, P. Perkins, O. Thulander, L. Emerton, B. Hunter, R. Gage, L. Foster, H. Melcher, K. Herman, W. Belvin, C. Dokmo, M.V. Burke, M. Goulet, Peter Bergin, L. Jean, R. Brundige, P. Batula, D. Fields, T. McGough, R. Kelley, R. Milligan, D. Carlson, T. Arnold, S. Durham, G. Wright, D. Feng, J. Fenton, H. Lynde, M. Marcinkowski, D. White, S. Frnaks, R. Ginsburg, R. LaRose, S. Holley, D. Lozeau, P. Ackerman, R. MacAuslan, R. Lefebvre, G. Murch, P. Cote, C. Jean, L. Cardin, E. Dawe, J. Foster, J. Sullens, M. E. Martin, D. Holt, T. Drabinowicz, D. Boutin, N. Hart, D. Mittleman, W. Golding, P. Leonard, L. Johnson, J. White, L. Pepino, J. MacDonald, W. McCarthy, B. Luebkert, P. Dwyer, S. Vailancourt, R. Buckley, M. Kelly, W. Desrosiers, I. Messier, S. Lee Bernier, R. Turgeon, R. Chabot, D. Welch. Also present, K. Giacoponello, M. Hagen, M. Hunt, J. Toole, Union Leader, M. Rusch and members of the public.

Former Chairman Packard called the meeting to order at 7:10 PM and requested Rep. Theresa Drabinowicz to lead the Pledge to the Flag.

Mrs. Packard announced the first order of business is the election of a temporary chairman. Motion by Rep. Goulet and sufficiently seconded to elect Mrs. Packard as temporary chairman of the county convention. Motion sufficiently seconded and adopted to close the nominations. On a voice vote motion adopted.

Chairman Packard appointed Rep. Mercer as temporary clerk and requested a roll call. Chairman Packard declared a quorum present with 83 members of the Delegation present.

Chairman Packard requested that members of the Delegation be seated, if extra seats are available, members of the public may be seated. Only members of the Delegation are eligible to address the Convention and make motions. For the record, the maker of the motion shall state their name and district. Motion forms are available at the front table.

Chairman Packard stated the next order of business is the caucus for party and area nominations for the twenty-one members of the Executive Committee.

Motion by Rep. Kurk, second by Rep. Goulet that the officers of the Hillsborough County Delegation shall be members of the party affiliation of the majority of the members of the County Convention. That out of respect for the traditional rotation of the officers, the Chairman for the 1997-98 shall be a member of the delegation from Commissioner District #1 (Manchester). In succeeding sessions, the office of Chairman shall rotate to District #2, (Nashua), and then to District #3, (the remaining towns).

The Vice-Chairman for the 1997-1998 session shall be a member of the delegation from Commissioner District #2 (Nashua). In succeeding sessions, the office of Vice-Chairman shall rotate according to the established tradition.

The Clerk for the 1997-1998 session shall be a member of the delegation from Commissioner District #3 (the remaining Towns). In succeeding sessions, the office of Clerk shall rotate according to the established tradition.

The Executive Committee will be comprised of twenty-one (21) members, including the Officers of the Delegation. For the 1997-1998 session, the allocation shall be:

District #1 (Manchester)	
Republicans	2
Democrats	4
District #2 (Nashua)	
Republicans	2
Democrats	3
District #3 (Remaining Towns)	
Republicans	9
Democrats	1

Each of the District sub-groups shall caucus separately and nominate their candidate(s) to the Executive Committee.

The members of the district from which the Chairman shall be selected (1997-1998 - District #1), shall caucus and nominate their candidate for Chairman.

All members of the districts from which the Vice Chairman (1997-1998 - District #2) and Clerk (1997-1998 - District #3) shall be nominated shall caucus, by district, to choose their nominees.

After all District sub-groups have met and made their nominations, the Delegation shall reconvene to vote on all nominations.

Rep. Kurk noted that by statute the County Convention elects its officers and the Executive Committee elects its officers. By tradition, the officers that are elected tonight will be elected to be the Officers of the Executive Committee.

Motion made and sufficiently seconded to move the question. On a voice vote motion adopted.

Chairman Packard declared a recess at 7:30 PM to allow for the area and party caucus.

Chairman Packard reconvened the Convention at 8:05 PM. She requested the representatives to present their slate of the nominees.

For the Manchester Democrats, Rep. Buckley nominated Rep. Paul Dwyer, Rep. Gerald Gosselin, Rep. Frank Reidy and Rep. Roland Turgeon.

For the Manchester Republicans, Rep. Mittleman nominated Rep. Frances Riley, and Rep. Winston McCarty

Rep. Joseph Foster reported the Nashua Delegation is presenting a unified slate of nominees--for the Democrats Rep. Alphonse Haettenschwiller and Rep. Peter Cote, and Rep. Mary Ellen Martin, for the Republicans Rep. Robert Mercer, and Rep. Richard LaRose.

For the Town Democrats, Rep. Linda Foster nominated Rep. Harold Melcher.

For the Town Republicans, Rep. Kurk nominated, Rep. David Alukonis, Rep. William Belvin, Rep. M. Virginia Burke, Rep. Leon Calawa, Rep. Gary Daniels, Rep. Carol Holden, Rep. Neal Kurk, Rep. Karen McRae, and Rep. Robert Wheeler.

Chairman Packard called for nominations from the floor for the Officers of the Delegation. . The Executive Committee elects its own officers. which by tradition are the same three officers. Motion by Rep. Kurk that the nominations be closed and one ballot for all nominees to be submitted to the Clerk. Motion sufficiently seconded. On a voice vote motion adopted.

Motion by Rep. Mittleman, second by Rep. Messier to nominate Rep. Frances Riley from District 1 to serve as Chairman of the Delegation.

Motion by Rep. Foster, second by Rep. Martin to nominate Rep. Robert Mercer from District 2 to serve as Vice-Chairman of the Delegation.

Motion by Rep. Kurk, second by Rep. Goulet to nominate Rep. Karen McRae from District 3 to serve a Clerk of the Delegation.

Motion by Rep. Kurk, second by Rep. Calawa to move that nominations be closed and the Clerk cast one ballot for the three nominees to serve as Officers of the Delegation. On a voice vote motion adopted.

Chairman Riley assumed the position of chairman and thanked the members of the Delegation for their support. She stated this is great honor and promised to work as hard as her predecessor. On behalf of the Hillsborough County Delegation, Chairman Riley thanked Mrs. Packard for her dedication and leadership over the past few years.

Chairman Riley reported we have one more item of business and recognized Rep. Turgeon for a motion.

Motion by Rep. Turgeon second by Rep. Gosselin pursuant to RSA 24:2-b to authorize the executive committee to fill a vacancy that may occur in the membership of the executive committee, with a member of the county delegation to fill the vacancy for the unexpired term. The Executive Committee would continue to respect the agreements that are in place where vacancies are filled according to the party and area where the vacancy occurs. On a voice vote motion adopted.

Motion by Rep. Mercer, second by Rep. Boutin consistent with RSA 24:2, this Convention designates the Executive Committee to act as a subcommittee to consider the budget, and other matters, and make recommendations to the Convention. On a voice vote motion adopted.

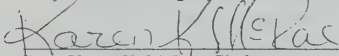
Motion by Rep. McRae, second by Rep. Goulet to consistent with RSA 24:9-ee, members of the Convention shall be paid \$15.00 per day for actual attendance at Convention meetings and 29 cents per mile for travel to and from the meeting; and further, that in accordance with RSA 24:9-f, members of the executive committee, sub-committees, study committees and committees of investigation shall receive the same compensation for attendance at meetings. On a voice vote motion adopted.

Chairman Riley announced that the rules contained in the Modern Edition of *Robert's Rules of Order of Parliamentary Procedure* shall govern meetings of the Hillsborough County Delegation.

The Hillsborough County Delegation has adopted the practice of having members of the Delegation serve on budget subcommittees. The members of the Delegation will be contacted to make their selection for subcommittee assignments.

The Hillsborough County Handbook is currently being updated. It will be completed and available for distribution during the month of January.

There being no further business to come before the Delegation, on a motion sufficiently seconded and adopted, the meeting adjourned at 8:15 PM.

  
Rep. Karen K. McRae, Clerk  
Hillsborough County Executive Committee

Date Approved: \_\_\_\_\_

The County of Hillsborough  
New Hampshire



County Delegation  
Officers  
Chairman  
Bonnie B. Packard, New Ipswich  
Vice Chairman  
Frances L. Riley, Manchester  
Clerk  
Robert S. Mercer, Nashua

County Delegation  
Office  
300 Chestnut St.  
Manchester, N.H. 03101-2492  
Tel.: 627-5631  
Coordinator  
Marcia Rusch

Hillsborough County Executive Committee  
Contingency Fund Report  
F/Y 96

**Contingency Appropriation** **\$193,183**

**Data Processing Related Expenses**

970	County Attorney - New Equipment	\$13,300
291	Central Data Processing - Data Processing	\$ 3,500
720	Central Date Processing - New Equipment	\$31,000
970	Sheriff's Department - New Equipment	\$ 4,000
291	Nursing Home Administration - Data Processing	\$10,450
970	Nursing Home Administration - New Equipment	\$24,933
230	Human Services Administration - Consulting Expense	\$ 6,000

**Hillsborough County Complex**

645	Environmental Cleanup	\$100,000
-----	-----------------------	-----------

**Contingency Expenditures**

9170-0920	Interest Short Term Debt	\$ 7,447
4150	Central Data Processing	\$ 93,183

**Total Contingency Expenditure** **\$100,630**

Executive Committee

David Alukonis, Hudson  
Frederick B. Andre, Nashua  
Normand R. Bergeron, Nashua  
Leon Calawa, Littlefield  
Gary L. Daniels, Milford  
Eugene L. Gagnon, Manchester

Alphonse Haettenschwiler, Nashua  
Carol H. Holden, Amherst  
Robert N. Kelley, Merrimack  
Thomas J. Kirby, Pelham  
Neal M. Kurk, Weare  
Winston H. McCary, Manchester

Karen K. McRae, Goffstown  
Michael Strollo, Manchester  
Frank J. Reidy, Manchester  
Janice B. Sreeter, Nashua  
Roland M. Turgeon, Manchester  
Robert L. Wheeler, Goffstown

The County of Hillsborough  
New Hampshire

Board of Commissioners

District 1  
TONI PAPPAS  
Office 627-5600 Res. 627-9435

District 2  
WILLIAM C. MARCOUX, JR.  
Office 882-9471 Res. 888-1899

District 3  
EDWARD J. LOBACKI  
Office 627-5600 Res. 924-3936



County Treasurer  
DAVID G. FREDETTE  
Office 627-5602  
300 CHESTNUT STREET  
MANCHESTER, N. H.  
03101-2492

REPORT OF THE  
HILLSBOROUGH COUNTY BOARD OF COMMISSIONERS

The Hillsborough County Board of Commissioners is pleased to report that during this past year of 1996 the county through, its employees and elected officials, worked to ensure that required county services were delivered to Hillsborough County residents with the lowest possible impact to Hillsborough County taxpayers.

The Commissioners have worked with and encouraged the various County agencies to increase their revenue opportunities through prudent investment practices, pursuing Medicare and Medicaid reimbursements for nursing home residents and increasing the availability of leaded beds at the Department of Corrections. Through planned improvements of the computer information system, overall efficiency has been accomplished.

During the past two years, the Commissioners have worked together with a subcommittee of the Executive Committee to determine long range plans for the buildings at the County Complex in Goffstown. The committee anticipates that recommendations will be made for the next fiscal year.

As a direct result of efforts by the Commissioners in conjunction with the New Hampshire Association of Counties, the Governor's office, and the Department of Health and Human Services, the County was successful in obtaining \$1,035,510 in Proportional Share Payment. The funds received reflect the additional costs incurred by the county taxpayer in caring for county nursing home residents whose care is more intensive.

In the past year, the Commissioners awarded a total of \$641,760 in Incentive Funds to 42 social service agencies throughout Hillsborough County that provide programs for the prevention of child abuse and out of home placement of children. These programs have a positive effect both in human and financial terms.

The Cooperative Extension Service 4-H program has completed its first full year in their new offices in the Bouchard Building at the County Complex in Goffstown. Thanks to the diligent efforts of the extension service educators, and many county employees the program was able to continue educational opportunities for the youth of Hillsborough County.

The Commissioners want to express their appreciation to all of the county employees, elected officials and volunteers for their dedication and commitment over the past year to the citizens of Hillsborough County.

Respectfully submitted,

Commissioner Toni Pappas, Chairman

Commissioner Edward J. Lobacki

Commissioner William C. Marcoux, Jr., Clerk

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
GENERAL PURPOSE FINANCIAL STATEMENTS  
WITH SUPPORTING SCHEDULES  
FOR THE FISCAL YEAR ENDED JUNE 30, 1996



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INDEPENDENT AUDITOR'S REPORT

MASON + RICH

PROFESSIONAL  
ASSOCIATION  
ACCOUNTANTS  
AND AUDITORS

October 17, 1996

Board of County Commissioners  
County of Hillsborough, New Hampshire

We have audited the accompanying general purpose financial statements of the County of Hillsborough, New Hampshire as of and for the year ended June 30, 1996 as listed in the table of contents. These financial statements are the responsibility of the County's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with generally accepted auditing standards. 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 includes examining on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

In our opinion, the combined financial statements referred to above present fairly in all material respects, the financial position of the County of Hillsborough, New Hampshire at June 30, 1996 and the results of its operations and cash flows of its proprietary fund types for the year then ended in conformity with generally accepted accounting principles.

Our examination was made for the purpose of forming an opinion on the combined financial statements taken as a whole. The accompanying individual fund financial statements listed as supporting schedules in the table of contents are presented for purposes of additional analysis and are not a required part of the combined financial statements and in our opinion, is fairly stated in all material respects in relation to the general purpose financial statements taken as a whole.

Respectfully submitted,

MASON + RICH PROFESSIONAL ASSOCIATION  
Accountants and Auditors

MEMBER  
AMERICAN INSTITUTE OF  
CERTIFIED PUBLIC ACCOUNTANTS  
PRIVATE COMPANIES  
PRACTICE SECTION

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
 COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS  
 JUNE 30, 1996

	Governmental Fund Types			Proprietary Fund Types		Fiduciary Fund Types		Account Groups			Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Enterprise	Agency	General Fixed Assets	Long-Term Debt	General	Long-Term Debt	Memorandum Only	
<b>ASSETS</b>											
Cash	\$5,900,714	\$ -	\$ -	\$7,200	\$194,276	\$ -	\$ -	\$ -	\$ -	\$ -	\$6,102,190
Temporary Investments	1,169,998	-	-	-	-	-	-	-	-	-	1,169,998
Investments	-	-	-	-	623,182	-	-	-	-	-	623,182
Accounts Receivable	229,738	-	-	1,187,923	-	-	-	-	-	-	1,417,661
Due from Other Funds (Note 2)	892,839	269,600	645,621	-	41,559	-	-	-	-	-	1,849,619
Inventories	-	-	-	40,697	-	-	-	-	-	-	40,697
Property, Plant and Equipment (Net of Accumulated Depreciation) (Note 3)	-	-	-	2,400,014	-	29,922,623	-	-	-	-	32,322,637
Amount to be Provided for Retirement of Long-Term Debt	-	-	-	-	-	-	-	8,564,505	-	-	8,564,505
<b>TOTAL ASSETS</b>	<u>\$8,193,289</u>	<u>\$269,600</u>	<u>\$645,621</u>	<u>\$3,635,834</u>	<u>\$859,017</u>	<u>\$29,922,623</u>	<u>\$ -</u>	<u>\$8,564,505</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$52,090,489</u>

The Accompanying Notes are an Integral Part of This Financial Statement

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS  
JUNE 30, 1996

	Governmental Fund Types			Proprietary Fund Type		Fiduciary Fund Type		Account Groups			Totals (Memorandum Only)
	General	Special Revenue	Capital Projects	Enterprise	Agency	General		Long-Term Debt			
						Fixed Assets					
<b>LIABILITIES AND FUND EQUITY</b>											
Liabilities											
Accounts Payable	\$4,802,584	\$76,432	-	\$43,423	\$-	\$-					\$4,922,439
Accrued Expenses	623,220	-	-	202,449	-	-					825,669
Unexpended Balances	-	-	-	325	-	-					325
Due to Other Funds (Note 2)	956,780	-	-	892,839	-	-					1,849,619
Accrued Sick/Vacation Days	-	-	-	132,316	-	-					132,316
Due to Specific Individuals	-	-	-	-	859,017	-					859,017
Bonds and Notes Payable	-	-	-	-	-	-			8,564,505		8,564,505
Total Liabilities	6,382,584	76,432	-	1,271,352	859,017	-			8,564,505		17,133,890
Fund Equity and Other Credits											
Contributed Capital: Intergovernmental	-	-	-	2,975,031	-	-					2,975,031
Investment in General Fixed Assets	-	-	-	-	-	-		29,922,623			29,922,623
Retained Earnings (Deficit)	-	-	-	(610,549)	-	-					(610,549)
Fund Balance:											
Reserved for Encumbrances	434,808	-	-	-	-	-					434,808
Reserved for Insurance Deductible	46,597	-	-	-	-	-					46,597
Reserved for Oil Spill	237,553	-	-	-	-	-					237,553
Reserved for Specific Capital Outlay	-	-	645,621	-	-	-					645,621
Designated for Specific Purpose	-	193,168	-	-	-	-					193,168
Unreserved:											
Undesignated	1,091,747	-	-	-	-	-					1,091,747
Total Fund Equity and Other Credits	1,810,705	193,168	-	2,364,482	-	-		29,922,623			34,936,599
TOTAL LIABILITIES AND FUND EQUITY	\$8,193,289	\$269,600	\$645,621	\$3,635,834	\$859,017	\$-		\$29,922,623		\$8,564,505	\$52,090,489

The Accompanying Notes are an Integral Part of This Financial Statement

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
 COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 ALL GOVERNMENTAL FUND TYPES  
 FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	<u>Governmental Fund Types</u>			Totals (Memorandum Only)
	<u>General</u>	<u>Special Revenue</u>	<u>Capital Projects</u>	
<u>Revenues</u>				
Taxes	\$34,059,223	\$ -	\$ -	\$34,059,223
Intergovernmental	131,715	635,461	-	767,176
House of Corrections	2,213,578	-	-	2,213,578
Charges for Services	2,890,809	56,443	-	2,947,252
Rent	316,140	-	-	316,140
Interest	806,359	-	-	806,359
Miscellaneous	16,011	-	-	16,011
Total Revenues	<u>40,433,835</u>	<u>691,904</u>	<u>-</u>	<u>41,125,739</u>
<u>Expenditures</u>				
Current:				
General Government	6,967,139	581,833	-	7,548,972
Public Safety	9,793,895	-	-	9,793,895
Human Services	19,620,834	-	-	19,620,834
Debt Services: Principal	1,500,000	-	-	1,500,000
Interest	923,647	-	-	923,647
Total Expenditures	<u>38,805,515</u>	<u>581,833</u>	<u>-</u>	<u>39,387,348</u>
Excess (Deficiency) of Revenues Over Expenditures				
	<u>1,628,320</u>	<u>110,071</u>	<u>-</u>	<u>1,738,391</u>
<u>Other Financing Sources (Uses)</u>				
Operating Transfers (Out)	<u>(1,192,622)</u>	<u>-</u>	<u>-</u>	<u>(1,192,622)</u>
Total Other Financing Sources (Uses)	<u>(1,192,622)</u>	<u>-</u>	<u>-</u>	<u>(1,192,622)</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses)				
	435,698	110,071	-	545,769
Fund Balances, Beginning of Year	<u>1,375,007</u>	<u>83,097</u>	<u>645,621</u>	<u>2,103,725</u>
Fund Balances, End of Year	<u>\$1,810,705</u>	<u>\$193,168</u>	<u>\$645,621</u>	<u>\$2,649,494</u>
=				

The Accompanying Notes are an Integral Part of This Financial Statement

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
 COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCES  
 BUDGET (NON-GAAP) AND ACTUAL - GENERAL FUND TYPES  
 FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	General Fund		Variance Favorable (Unfavorable)
	Budget	Actual	
<u>Revenues</u>			
Taxes	\$34,054,021	\$34,059,223	\$5,202
Intergovernmental	105,000	131,715	26,715
House of Corrections	1,500,000	2,213,578	713,578
Charges for Services	2,680,107	2,890,809	210,702
Rent	311,000	316,140	5,140
Interest	800,000	806,359	6,359
Miscellaneous	14,000	16,011	2,011
Total Revenues	<u>39,464,128</u>	<u>40,433,835</u>	<u>969,707</u>
<u>Expenditures</u>			
Current:			
General Government	7,581,479	6,967,139	614,340
Public Safety	10,824,849	9,793,895	1,030,954
Human Services	23,858,044	19,085,841	4,772,203
Debt Service: Principal	1,500,000	1,500,000	-
Interest	923,647	923,647	-
Total Expenditures	<u>44,688,019</u>	<u>38,270,522</u>	<u>6,417,497</u>
Excess (Deficiency) of Revenues Over Expenditures	<u>(5,223,891)</u>	<u>2,163,313</u>	<u>7,387,204</u>
<u>Other Financing Sources (Uses)</u>			
Operating Transfers (Out)	(178,050)	(1,192,622)	(1,014,572)
Total Other Financing Sources (Uses)	<u>(178,050)</u>	<u>(1,192,622)</u>	<u>(1,014,572)</u>
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses) (Budgetary Basis)	(5,401,941)	970,691	6,372,632
Adjustments to Budgetary Basis:			
Human Services Accrual-June 30, 1995	-	3,270,094	3,270,094
Human Services Accrual-June 30, 1996	-	(3,805,087)	(3,805,087)
Excess (Deficiency) of Revenues Over Expenditures and Other Financing Sources (Uses) (GAAP Basis)	(5,401,941)	435,698	5,837,639
Fund Balance, Beginning of Year	<u>1,375,007</u>	<u>1,375,007</u>	<u>-</u>
Fund Balance, End of Year	<u>(\$4,026,934)</u>	<u>\$1,810,705</u>	<u>\$6,372,632</u>

The Accompanying Notes are an Integral Part of This Financial Statement

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
STATEMENT OF REVENUES, EXPENSES AND CHANGES IN RETAINED EARNINGS  
PROPRIETARY FUND TYPES  
FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	Enterprise (Hillsborough County Home)
<u>Operating Revenues</u>	
Charges for Services:	
Social Security, VA, Other Retirement	\$1,685,370
Medicaid	10,008,673
Private	556,905
Medicare	105,770
Medicare Ancillories	18,560
Other:	
Medicaid Proportional Share	1,035,510
Physician's Services	35,529
Insurance Refunds and Miscellaneous	41,645
Total Operating Revenues	<u>13,487,962</u>
<u>Operating Expenses</u>	
Administration	887,097
Plant Maintenance	731,245
Dietary	1,504,819
Nursing	8,353,394
Laundry and Linen	392,009
Housekeeping	690,812
Pharmacy and Physician	85,023
Restorative Services	653,559
Social Services	142,419
Barber and Beauty Shop	73,237
Enhanced Living Unit	1,078,497
Hospice	1,358
Bad Debts	43,709
Depreciation	329,559
Total Operating Expenses	<u>14,966,737</u>
Operating Income (Loss)	(1,478,775)
<u>Other Financing Sources (Uses)</u>	
Operating Transfers In: From General Fund	<u>1,192,622</u>
Net Income (Loss) (Exhibit E)	(286,153)
Retained Earnings (Deficit), Beginning of Year	<u>(324,396)</u>
Retained Earnings (Deficit), End of Year	<u>(\$610,549)</u>

The Accompanying Notes are an Integral Part of this Financial Statement

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
STATEMENT OF CASH FLOWS  
PROPRIETARY FUND TYPES  
FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	<u>Enterprise (Hillsborough County Home)</u>
<u>Cash Flows From Operating Activities</u>	
Net Operating Income (Loss), Exhibit D	<u>(\$1,478,775)</u>
Adjustments to Reconcile Net Operating Income (Loss) To Net Cash Provided by Operating Activities:	
Depreciation	329,559
Change In Operating Assets and Liabilities:	
(Increase) Decrease in Operating Assets:	
Accounts Receivable	45,741
Inventories	17,879
Increase (Decrease) in Operating Liabilities:	
Accounts Payable	(44,763)
Accrued Expenses	15,328
Other Operating Liabilities	(21,458)
Total Adjustments	<u>342,286</u>
Net Cash Provided by Operating Activities	<u>(1,136,489)</u>
<u>Cash Flows from Noncapital Financing Activities</u>	
Operating Transfers In (Out) to Other Funds	<u>1,192,622</u>
<u>Cash Flows from Capital and Related Financing Activities</u>	
Acquisition of Property, Plant and Equipment	<u>(56,133)</u>
Net Cash Provided by Capital and Related Financing Activities	<u>(56,133)</u>
Increase (Decrease) in Cash and Cash Equivalents	
Cash and Cash Equivalents, Beginning of Year	<u>7,200</u>
Cash and Cash Equivalents, End of Year	<u>\$7,200</u>

The Accompanying Notes are an Integral Part of this Financial Statement



COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS

NOTE 1 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The accounting policies of the County of Hillsborough, New Hampshire conform to generally accepted accounting principles as applicable to governmental units, except as noted in the following summary of the more significant policies:

A. Reporting Entity

The accompanying financial statements include the transactions of all funds and account groups of the County of Hillsborough, New Hampshire and other governmental organizations included in the County's reporting entity because of the significance of their operations or financial relationships with the County in accordance with criteria set by the Government Accounting Standards Board. These funds are established under the authority of the County Charter and their operations as reflected in these financial statements are those under the control of the County's governing body. The account groups are those required by financial reporting standards for governmental units.

B. Basis of Presentation

I. Fund Accounting

The accounts of the County are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures or expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The following fund types and account groups are used by the County.

GOVERNMENTAL FUNDS

General Fund - The General Fund is the general operating fund of the County. All general tax revenues and other receipts that are not allocated by law or contractual agreement to another fund are accounted for in this fund. From the fund are paid the general operating expenditures, the fixed charges and the capital improvement costs that are not paid through other funds.

Special Revenue Funds - Special Revenue Funds (Juvenile Incentive Funds) are used to account for the proceeds of specific revenue sources (other than expendable trust or major capital projects) requiring separate accounting because of legal or regulatory provisions or administrative action.

Capital Projects Funds - Capital Projects Funds are used to account for financial resources to be used for the acquisition or construction of major capital facilities other than those financed by special assessments or enterprise operations.

PROPRIETARY FUNDS

Enterprise Funds - Enterprise Funds are used to account for operations (a) that are financed and operated in a manner similar to business enterprises where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

FIDUCIARY FUNDS

Agency Funds - Agency Funds are used to account for assets held by the County in a trustee capacity or as an agent for individuals, private organizations, other governments and/or other funds. Agency Funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations. Agency funds include Patient Funds, Deceased Patients Funds, Sheriff's Escrow Fund, Inmates Savings Fund, Correction's Canteen Fund, Courthouse Canteen Funds, Correction's Commissary, and Deferred Compensation Fund.

II. Account Groups

The accounting and reporting treatment applied to the fixed assets and long-term liabilities associated with a fund are determined by its measurement focus. All governmental funds are accounted for on a spending or "financial flow" measurement focus. This means that only current assets and current liabilities are generally included on their balance sheets. Their reported fund balance (net current assets) is considered a measure of "available spendable resources". Governmental fund operating statements present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in net current assets. Accordingly, they are said to present a summary of sources and uses of "available spendable resources" during a period.

General Fixed Assets Account Group

Fixed assets used in governmental fund type operations (general fixed assets) are accounted for in the General Fixed Assets Account Group, rather than in governmental funds. No depreciation has been provided on general fixed assets.

All fixed assets are valued at historical cost or estimated historical cost if actual historical cost is not available. Donated fixed assets are valued at their estimated fair market value on the date donated.

General Long-Term Debt Account Group

Long-term liabilities expected to be financed from governmental funds are accounted for in the General Long-Term Account Group, not in the governmental funds. The two account groups are not "funds". They are concerned only with the measurement of financial position. They are not involved with measurement of results of operations.

Non-current portions of long-term receivables due to governmental funds are reported on their balance sheets, in spite of their spending measurement focus. Special reporting treatments are used to indicate however, that they should not be considered "available spendable resources", since they do not represent net current assets. Recognition of governmental fund type revenues represented by non-current receivables is deferred until they become current receivables. Non-current portions of long-term loans receivables are offset by fund balance reserve accounts.

Because of their spending measurement focus, expenditures recognition for governmental fund types is limited to exclude amounts represented by non-current liabilities. Since they do not affect net current assets, such long-term amounts are not recognized as governmental fund type expenditures of fund liabilities. They are instead reported as liabilities in the General Long-Term Debt Account Group.

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

The proprietary funds are accounted for on a cost of services or "capital maintenance" measurement focus. This means that all assets and all liabilities (whether current or non-current) associated with their activity are included on their balance sheets. Their reported fund equity (net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund type operating statements present increases (revenues) and decreases (expenses) in net total assets.

Depreciation of all exhaustible fixed assets used by proprietary funds is charged as an expense against their operations. Accumulated depreciation is reported on proprietary fund balance sheets. Depreciation has been provided over the estimated useful lives using the straight line method. The estimated useful lives are as follows:

Buildings	5 to 70 Years
Equipment	3 to 20 Years

C. Basis of Accounting

Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the financial statements. Basis of accounting relates to the timing of the measurements made, regardless of the measurement focus applied.

All governmental funds and expendable trust funds are accounted for using the modified accrual basis of accounting. Their revenues are recognized when they become measurable and available as net current assets. Property tax revenues (taxes) are collected for the County by the Towns and Cities in the County and are remitted to the County annually in December. Accordingly, tax revenues are recognized in the year for which taxes have been levied.

Licenses and permits, charges for services and other revenues are recorded as revenues when received in cash as they are generally not measurable until actually received. Investment earnings are recorded as earned if they are both measurable and available.

In applying the susceptible to accrual concept to intergovernmental revenues (grants, subsidies and shared revenues), the legal and contractual requirements of the numerous individual programs are used as a guidance. There are however, essentially two types of these revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to the County; therefore, revenues are recognized based upon the expenditures recorded. In the other, monies are virtually unrestricted as to the purpose of expenditures and nearly irrevocable, i.e., equal employment opportunity. These resources are reflected as revenues at the time of receipt or earlier if they meet the criteria of availability.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule includes principal and interest on general long-term debt which is recognized when due.

All proprietary funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned and their expenses are recognized when they are incurred.

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

D. Budgets and Budgetary Accounting

Hillsborough County observes the following procedures in establishing the budgetary data reflected in the financial statements:

1. The County Commissioners deliver or mail to each member of the County Convention and to the chairman of the Board of Selectmen in each Town and the Mayor of each City within the County and to the Secretary of State prior to June 1 annually their itemized budget recommendations together with a statement of actual expenditures and income for at least nine months of the preceding fiscal year.
2. Within ten to twenty days after the mailing of the budget, a public hearing is held on the budget estimates as submitted by the Commissioners.
3. Twenty-eight days must elapse after the mailing of the estimated operating budget before the County Convention may vote on the appropriations for the ensuing budget period.
4. The County Convention must adopt its annual budget no later than September 1.
5. The final form of the County Budget is filed with the Secretary of State's office and the Commissioner of Revenue Administration no later than 30 days after the adopting of the budget.
6. The Commissioners must get authorization from the Executive Committee of the delegation to transfer budgeted amounts between any line items within any fund; any revisions that alter the total expenditures of any fund must be approved by the executive committee of the delegation.
7. Formal budgetary integration is employed as a management control device during the year for the General Fund, Special Revenue Funds and Enterprise Fund. However, the County legally adopts only one budget for three funds.
8. Budget appropriations lapse at year end except for any outstanding encumbrances or approved appropriation carryovers.
9. Budgets for the General Fund are adopted on a basis consistent with generally accepted accounting principles (GAAP) as Human Services expenditures and payroll are budgeted on the cash basis. Budgets for the Enterprise Fund are adopted on a basis which is not consistent with GAAP. The budget for the enterprise fund is prepared on the modified accrual basis while GAAP requires the full accrual basis.
10. Budgetary information presented in Exhibit C includes transfers authorized by the executive committee.

E. Deposits and Temporary Investments

Deposits

At year end the carrying amount of the County's deposits (cash and temporary investments) was \$6,102,190 and the bank balance was \$5,495,548. Of the bank balance, \$132,883 was covered by federal depository insurance, \$5,296,397 was collateralized by U. S. Government securities and \$66,268 was uncollateralized.

The uninsured and uncollateralized deposits were held by the Agency Funds.

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

For purposes of the statement of cash flows, all highly liquid investments (including restricted assets) with a maturity of three months or less when purchased are considered to be cash equivalents.

Temporary Investments

Temporary investments consist of certificates of deposit and are reported at cost, which approximates market value. All of the temporary investments at year end were with the New Hampshire Public Deposit Investment Pool.

The County Treasurer is authorized by State statutes and with the approval of the Commissioners to invest excess funds "in obligations of the U.S. Government, in the public deposit investment pool established pursuant to RSA 383:22, in savings bank deposits of banks incorporated under the laws of the State of New Hampshire or in certificates of deposits of banks incorporated under the laws or in the State of New Hampshire or in national banks located within the State or the State of Massachusetts".

Public Deposit Investment Pool

The County participates in the New Hampshire Public Deposit Investment Pool established in accordance with N.H. RSA 383:22-24. Total County funds on deposit with the Pool at year end were \$1,169,998 and are reported as temporary investments on the General Fund. Based on GASB Statement No. 3, investments with the Pool are considered to be unclassified. At this time, the Pool's investments are limited to "short-term U.S. Treasury and U.S. Government Agency obligations, State of New Hampshire and New Hampshire municipal obligations, certificates of deposit from A1/P1-rated banks, money market mutual funds (maximum of 20% of portfolio), overnight to 30-day repurchase agreements (no limit, but collateral level at 102% in U.S. Treasury and Government Agency instruments delivered to the Custodian of the Pool) and reverse overnight repurchase agreements with primary dealers or dealer banks."

F. Investments

Investments of the Agency Funds, IRC Section 457 Deferred Compensation Plan are carried at market value (\$623,182). Additional disclosures are not required as the plan is operated by a third party.

G. Inventories

Inventories are priced at lower of cost or market on the first-in, first-out basis. Inventories of the Enterprise Fund consist of supplies and food.

H. Accumulated Unpaid Vacation and Sick Pay

Statement 4 of the NCGA requires that the current and non-current portions of vacation liabilities be reported on the governmental fund and general long-term debt account group balance sheets respectively. Employees earn vacation time based on the provisions of various collective bargaining agreements. As any unused vacation pay is forfeited annually as of the employees' anniversary of hire date, no provision for accrued vacation pay is made in these statements.

In general, sick leave is accrued at the rate of one and one third days per month per employee. All sick leave earned and unused at December 31 is paid to employees in January of the following calendar year. The County accounts for sick leave in the General Fund on a "pay as you go" basis.

The Enterprise Fund (Hillsborough County Home) accrues accumulated unpaid sick pay and recognizes the expense in the period the pay is earned. The accumulated accruals at year end was \$132,316.

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
 NOTES TO FINANCIAL STATEMENTS  
 (Continued)

I. Total Columns (Memorandum Only) on Combined Statements

Total columns on the Combined Statements are captioned (Memorandum Only) to indicate that they are presented only to facilitate financial analysis. Data in these columns do not present financial position, results of operations or changes in financial position in conformity with generally accepted accounting principles. Neither is such data comparable to a consolidation. Interfund eliminations have not been made in the aggregation of this data.

NOTE 2 - INDIVIDUAL INTERFUND RECEIVABLES AND PAYABLES

The balances were:

<u>Fund</u>	<u>Interfund Receivables</u>	<u>Interfund Payables</u>
General Fund	\$ 892,839	\$ 956,780
Special Revenue:		
Juvenile Incentive Funds	269,600	-
Capital Project	645,621	-
Enterprise Fund:		
Hillsborough County Home	-	892,839
Fiduciary:		
Agency Funds	<u>41,559</u>	<u>-</u>
Totals	<u>\$1,849,619</u>	<u>\$1,849,619</u>

NOTE 3 - FIXED ASSETS

General Fixed Assets Account Group:

<u>Cost or Estimated Cost</u>	<u>Balance July 1</u>	<u>Additions</u>	<u>Retirements</u>	<u>Balance June 30</u>
Land and Improvements	\$ 77,592	\$ -	\$ -	\$ 77,592
Building Improvements	25,931,363	-	-	25,931,363
Machinery and Equipment	2,068,964	99,013	-	2,068,964
Vehicles	56,176	-	-	56,176
Construction in Progress	<u>1,696,515</u>	<u>-</u>	<u>-</u>	<u>1,696,515</u>
Total Cost or Estimated Cost	<u>\$29,830,610</u>	<u>\$ 99,013</u>	<u>\$ -</u>	<u>\$29,929,623</u>

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
 NOTES TO FINANCIAL STATEMENTS  
 (Continued)

Enterprise Fund:

The following is a summary of proprietary fund property, plant and equipment:

	Cost	Accumulated Depreciation	Net Depreciation
Buildings and Improvements	\$ 6,684,525	\$ (4,618,196)	\$ 2,066,329
Sewer	32,900	(32,900)	-
Equipment	1,698,356	(1,364,671)	333,685
Totals	\$ 8,415,781	\$ (6,015,767)	\$ 2,400,014

Depreciation recognized on County Home fixed assets acquired through externally restricted intergovernmental grants has been closed to Contributed Capital: Intergovernmental.

NOTE 4 - CHANGES IN LONG-TERM DEBT

The following is a summary of long-term debt transactions of the County for the year:

Payable at July 1	\$10,094,041
New Bonds Issued	-
Bonds Retired	(1,529,536)
Payable at June 30	\$ 8,564,505

Long-term debt outstanding at June 30, 1996 is comprised of the following individual issues:

\$22,000,000 Bond, Dated August 15, 1996, Interest at 6.4%, Payable in Variable Annual Payments Until 2001.	\$8,500,000
\$173,000 Note Payable, Town of Goffstown, Interest at 6.0%, Payable in Annual Installments of \$28,883 Plus Interest Through July, 1997.	64,505
Total Long-Term Debt	\$ 8,564,505

The debt service requirements of the County's outstanding bonds are as follows:

Year Ended	Principal	Interest	Total
<u>June 30</u>			
1997	\$ 1,531,314	\$ 503,980	\$ 2,035,294
1998	1,433,191	409,391	1,842,582
1999	1,400,000	317,800	1,717,800
2000	1,400,000	227,500	1,627,500
2001	1,400,000	136,500	1,536,500
Subtotal	7,164,505	1,595,171	8,759,676
Thereafter	1,400,000	45,500	1,445,500
Total	\$ 8,564,505	\$1,640,671	\$10,205,176

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

NOTE 5 - RESERVATIONS AND DESIGNATIONS OF FUND BALANCES

Reserved for Encumbrances

Encumbrances and designations of fund balances of the General and Special Revenue Funds are carried forward to the subsequent fiscal year. Encumbrances outstanding at year end are reported as reservations of fund balances since they do not yet constitute expenditures or liabilities.

General Fund

County Commissioners	\$ 3,422
County Convention	445
Business Office	3,018
Human Resources	369
Central Data Processing	16,254
County Attorney	9,492
Register of Deeds	6,953
Sheriff's Department	36,332
Courthouse	2,996
Human Services-Administration	1,767
House of Corrections	244,703
Extension Service	662
County Complex-Goffstown	2,306
Contingency	92,554
Special Deputies	710
Operating Transfers Out:	
Nursing Home	<u>12,825</u>
Total	<u>\$434,808</u>

Designated for Specific Capital Projects

Designated for specific capital project expenditures in future years.

Designated for Specific Purposes

Designated for the use of the fund as follows:

Juvenile Incentive Funds	<u>\$193,168</u>
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NOTE 6 - BUDGETED DECREASE IN FUND BALANCE

The budgeted decrease (\$5,401,941) in General Fund fund balance on Exhibit C represents \$1,694,733 budgeted by the County from beginning fund balance to reduce the tax rate and \$3,707,208 of appropriation carryovers approved from the prior year.

(Continued)



COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

NOTE 7 - PENSION FUND

Plan Description - Substantially all County employees participate in the State of New Hampshire Retirement System (the System), a cost-sharing multiple-employer defined benefit public employee retirement system (PERS). All County full-time employees are eligible to participate in the System. The System is divided into two employee groups: Group I which includes all employees except fire fighters and police officers and Group II which is for fire fighters and police officers (including County Sheriff's Departments). The New Hampshire Retirement System issues annually a publicly available financial report that includes financial statements and required supplementary information for the System. That report may be obtained by writing to the New Hampshire Retirement System, 4 Chenell Drive, Concord, NH.

Group I employees who retire at or after age 60 but before age 65 are entitled to retirement benefits equal to 1.667% of the average of their three highest paid years of compensation, multiplied by their years of service. At age 65, the benefit is recalculated at 1.50% of AFC multiplied by their years of service credit. Earlier retirement allowances at reduced rates are available after age 50 with 10 years of service. Benefits fully vest upon reaching 10 years of service or attaining age 60.

Group II employees who attain age 45 with 20 years or more of service are entitled to retirement benefits equal to 2.5% of the average of their three highest paid years of service, multiplied by their years of service, not to exceed 40. Benefits vest ratably beginning after 10 years of service.

The System also provides death and disability benefits. Cost-of-living increases have been periodically granted to retirees by the State Legislature.

Funding Policy - The System is funded by contributions from both the employees and employers. Group I employees are required by State statute to contribute 5.0 percent of gross earnings. Group II employees are required to contribute 9.3 percent of their gross earnings. The employer must, under the same statute, contribute monthly at an actuarially determined rate. The current rates are 3.14% (2.18% for teachers, 2.48% for police officers and 4.87% for firefighters) of covered payroll. The contribution requirement for the year ended June 30, 1996 was \$1,433,543, which consisted of \$566,485 from the County and \$867,058 from employees. The County's contributions to the System for the year ended June 30, 1995 was \$465,845 and June 30, 1994 was \$413,328, which was equal to the amount required under State statute to be contributed for each year.

NOTE 8 - DEFERRED COMPENSATION PLAN

The County offers its employees a deferred compensation plan created in accordance with Internal Revenue Code Section 457. The plan, available to all County employees, permits them to defer a portion of their salary until future years. The deferred compensation is not available to employees until termination, retirement, death or unforeseeable emergency.

All amounts of compensation deferred under the plan, all property and rights purchased with those amounts and all income attributable to those amounts, property or rights are (until paid or made available to the employee or other beneficiary) solely the property and rights of the County (without being restricted to the provisions of benefits under the plan), subject only to the claims of the County general creditors. Participants' rights under the plan are equal to those of general creditors of the County in an amount equal to the fair market value of the deferred account for each participant.

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
NOTES TO FINANCIAL STATEMENTS  
(Continued)

NOTE 9 - CONTINGENT LIABILITIES - FEDERAL ASSISTANCE

The County participates in a federally assisted contract for services with the Department of Health and Human Services Medicaid (Title XIX) - through the New Hampshire Department of Health and Human Services.

The contract is to program compliance audits by the grantors or their representatives. The audits of the contract for or including the year ended June 30, 1996 have not yet been reviewed by the grantor. Accordingly, the County's compliance with applicable contract requirements will be established at some future date after the grantor's review. The amount if any, of expenditures which may be disallowed by the contracting agencies cannot be determined at this time although the County expects such amounts, if any, to be immaterial.

NOTE 10 - RISK MANAGEMENT

The County is exposed to various risks of loss related to torts; thefts of, damage to, and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The County, along with numerous other municipalities in the State, is a member of three public entity risk pools in the State currently operating as a common risk management and insurance program for which all political subdivisions in the State of New Hampshire are eligible to participate. The pools provide coverage for workers' compensation, unemployment and property liability insurance. The County pays an annual premium to the pools for its property liability coverage.

The County is self insured for purposes of "catastrophic" health insurance benefits. The County sets aside 12% of its monthly premium in a separate cash account that is earmarked for payment of any "catastrophic" health insurance bills. At year end, the County had approximately \$374,875 in this cash account which is reported under General Fund cash and approximated the liability at year end.

NOTE 11 - DEFICIT RETAINED EARNINGS

The County intends to eliminate the deficit retained earnings in the Enterprise Fund (Nursing Home) from anticipated increased revenues in the future from an expected change in the computation of Medicaid reimbursement rates in 1997.

**SUPPORTING SCHEDULES**

**GENERAL FUND**

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
GENERAL FUND  
SCHEDULE OF REVENUES COMPARED TO BUDGET  
(NON-GAAP BASIS)  
FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	Adopted Budget	Actual	Variance Favorable (Unfavorable)
<u>REVENUES</u>			
<u>Taxes</u>			
County Taxes	\$34,054,021	\$34,059,223	\$5,202
Interest on County Taxes	-	-	-
Total Taxes	<u>34,054,021</u>	<u>34,059,223</u>	<u>5,202</u>
<u>Intergovernmental</u>			
Miscellaneous	105,000	131,715	26,715
Total Intergovernmental	<u>105,000</u>	<u>131,715</u>	<u>26,715</u>
<u>House of Corrections</u>			
	1,500,000	2,213,578	713,578
<u>Charges for Services</u>			
Register of Deeds	1,700,000	1,932,548	232,548
Sheriff's Department Fees	435,000	476,531	41,531
County Attorney	35,000	49,785	14,785
County Baliffs	510,107	431,945	(78,162)
Total Charges for Services	<u>2,680,107</u>	<u>2,890,809</u>	<u>210,702</u>
<u>Rent</u>			
Building Rental	140,000	140,000	-
Old Complex Rental	171,000	176,140	5,140
Total Rent	<u>311,000</u>	<u>316,140</u>	<u>5,140</u>
<u>Interest</u>			
Earnings on Investments	800,000	806,359	6,359
<u>Miscellaneous</u>			
Miscellaneous	-	352	352
Unemployment Compensation Refunds	14,000	15,659	1,659
Total Miscellaneous	<u>14,000</u>	<u>16,011</u>	<u>2,011</u>
 Total Revenues	 <u>\$39,464,128</u>	 <u>\$40,433,835</u>	 <u>\$969,707</u>

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
GENERAL FUND  
SCHEDULE OF EXPENDITURES-BUDGET AND ACTUAL  
(NON-GAAP BASIS)  
FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	Budget	Actual	Variance Favorable (Unfavorable)
<u>General Government</u>			
County Commissioners (Elected)	\$107,414	\$85,357	\$22,057
County Business Office	263,588	251,178	12,410
Prior Year's Encumbrances	100	100	-
Human Resources	54,991	52,252	2,739
Prior Year's Encumbrances	300	-	300
Central Data Processing	173,980	159,244	14,736
Prior Year's Encumbrances	3,333	3,157	176
County Attorney	1,987,141	1,905,013	82,128
Prior Year's Encumbrances	27,709	20,322	7,387
Register of Deeds	1,185,034	1,099,666	85,368
Prior Year's Encumbrances	10,045	6,777	3,268
Sheriff's Department	1,600,221	1,508,211	92,010
Prior Year's Encumbrances	31,892	13,338	18,554
Bailiffs	514,237	450,191	64,046
Prior Year's Encumbrances	927	926	1
Special Deputies	137,900	144,081	(6,181)
Special Projects:			
Home Health Care and Community Service	10,000	10,000	-
Special Projects 0100	50,000	50,000	-
Special Projects 0000	60,500	60,500	-
Medical Referee	105,000	87,896	17,104
Courthouse	218,556	212,607	5,949
Prior Year's Encumbrances	500	-	500
Cooperative Extension Service	468,785	457,539	11,246
Natural Resources Conservation	37,292	37,793	(501)
Prior Year's Encumbrances	198	198	-
Manchester Law Library	24,000	24,159	(159)
County Convention	82,396	58,123	24,273
County Complex-Goffstown	277,265	251,868	25,397
Prior Year's Encumbrances	55,622	16,643	38,979
Contingency	92,553	-	92,553
Total General Government	<u>\$7,581,479</u>	<u>\$6,967,139</u>	<u>\$614,340</u>

(Continued)

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE  
GENERAL FUND  
SCHEDULE OF EXPENDITURES-BUDGET AND ACTUAL  
(NON-GAAP BASIS)  
FOR THE FISCAL YEAR ENDED JUNE 30, 1996

	Budget	Actual	Variance Favorable (Unfavorable)
<u>Public Safety</u>			
House of Corrections	\$10,612,912	\$9,593,944	\$1,018,968
Electronic Monitoring	1	(1,421)	1,422
Corrections-Education	1	27,369	(27,368)
Prior Year's Encumbrances	211,935	174,003	37,932
Total Public Safety	<u>10,824,849</u>	<u>9,793,895</u>	<u>1,030,954</u>
<u>Human Services</u>			
Human Services Assistance	20,320,000	15,476,249	4,843,751
Prior Year's Encumbrances	3,275,451	3,275,451	-
Administration	253,775	325,004	(71,229)
Prior Year's Encumbrances	8,818	9,137	(319)
Total Human Services	<u>23,858,044</u>	<u>19,085,841</u>	<u>4,772,203</u>
<u>Debt Service: Principal</u>	<u>1,500,000</u>	<u>1,500,000</u>	<u>-</u>
<u>Debt Service: Interest</u>			
Interest on Long-Term Debt	596,200	596,200	-
Interest on Tax Anticipation Notes	327,447	327,447	-
Total Interest	<u>923,647</u>	<u>923,647</u>	<u>-</u>
Total Expenditures	44,688,019	38,270,522	6,417,497
<u>Other Financing Uses</u>			
Operating Transfers Out:			
To County Nursing Home	<u>178,050</u>	<u>1,192,622</u>	<u>(1,014,572)</u>
Total Expenditures and Other Financing Uses	<u>\$44,866,069</u>	<u>\$39,463,144</u>	<u>\$5,402,925</u>

COUNTY OF HILLSBOROUGH, NEW HAMPSHIRE

MANAGEMENT LETTER

FOR THE YEAR ENDED JUNE 30, 1996



**MASON+RICH**

PROFESSIONAL  
ASSOCIATION  
ACCOUNTANTS  
AND AUDITORS

October 15, 1996

Board of County Commissioners  
County of Hillsborough, New Hampshire

In planning and performing our audit of the financial statements of the County of Hillsborough, New Hampshire for the year ended June 30, 1996 we considered the County's internal control structure to determine our auditing procedures for the purpose of expressing an opinion on the financial statements and not to provide assurance on the internal control structure.

However, during our audit we became aware of several matters that are opportunities for strengthening internal controls and operating efficiency. The memorandum that accompanies this letter summarizes our comments and suggestions regarding those matters. This letter does not affect our report dated October 15, 1996 on the financial statements of the County of Hillsborough, New Hampshire.

We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various County personnel and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters or to assist you in implementing the recommendations.

Respectfully submitted,

MASON + RICH PROFESSIONAL ASSOCIATION  
Accountants and Auditors

SIX  
BICENTENNIAL  
SQUARE  
CONCORD  
NEW HAMPSHIRE  
03301  
FAX: (603) 224-2613  
(603) 224-2000

1247  
WASHINGTON  
ROAD  
SUITE B  
P.O. BOX 520  
RYE  
NEW HAMPSHIRE  
03870-0520  
FAX: (603) 964-6105  
(603) 964-7070

MEMBER  
AMERICAN INSTITUTE OF  
CERTIFIED PUBLIC ACCOUNTANTS  
PRIVATE COMPANY  
MEMBERSHIP



STATUS OF PRIOR YEAR'S FINDINGS AND RECOMMENDATIONS:

General Fund Bank Account Reconciliations

Finding/Recommendation - An important aspect of effective internal controls over cash is the timely and complete reconciliation of the bank statement's reported cash balances to those recorded in the general ledger. We again noted during this year's audit that this reconciliation, while performed by the Business Office, included several unresolved differences each month and were not always completed timely. This appears to be the result of an increasing workload in the Business Office that has resulted in less time available each month to perform the normal reconciliation functions. As a result, a number of year end audit adjustments were necessary to fairly state the ending cash balance. The Business Office should give consideration to evaluating the assignment of duties and responsibilities in the Business Office. Also, the need for additional personnel should be considered.

Benefit - This would provide time for the Business Office each month to perform timely and complete cash and other account reconciliations. With such reconciliations, the monthly reports would be more reliable and could then be effectively used by management to assist in making important financial decisions throughout the year.

Status - While progress has been made in this area, there are still some outstanding items that need to be addressed.

Management's Comments - The County engaged the services of the audit firm Mason + Rich to assist in reconciling the general fund bank account and the general ledger transactions. The reconciliation was completed in October, 1996. The succeeding months' reconciliations have been performed consistent with the procedure developed with Mason + Rich. The County has been working to increase computer efficiency and capability to more efficiently manage the workload. Improved capabilities will allow for the bank to perform the bank reconciliation process. The implementation of direct deposit for employee payroll will reduce the amount of checks to be reconciled, filed and stored. A review and evaluation of Business Office workflow will be conducted to best reassign duties and responsibilities.

Listing of Jail Inmates' Fund Balances

Finding/Recommendation - The inmates fund is an agency fund, i.e. a fund used to account for assets held by the County as an agent for the inmates. It is crucial that a listing of the specific amounts owed to each inmate be available to determine what comprises the cash balance, but a detailed listing was not available at year end. A listing needs to be compiled as soon as possible and the listing must, like at the Nursing Home for the patients' funds, be reconciled to the reconciled cash balance at the end of each month.

Status - This recommendation has been implemented.

Accounts Payable Account Reconciled to Open Invoice Report

Finding/Recommendation - The monthly reconciliation of the accounts payable account on the general ledger to the accounts payable module is also an important aspect of effective internal controls over payables. We noted again this year that this monthly reconciliation process was not done. This appears to have occurred because of problems with the accounting software package and also a misunderstanding at the Business Office concerning which reports needed to be run and reconciled. As a result, a year end adjustment for approximately \$55,000 was made to accounts payable to fairly state the balance. We recommend that at the end of the month, when trial balances are run, an open invoice report be run at the same time from the accounts payable software. The amounts in the general ledger account and on the open invoice report must be equal.

Benefit - When these monthly reconciliations are done, the monthly accounts payable will be proven and more reliable and accurate budget and actual expenditure reports will be produced for management.

Status - This was still an open item again this year.

Management's Comments - The County will, at the end of the month, run an open invoice report to be reconciled with the accounts payable account.

#### Monthly Reconciliation of Due to/from Other Accounts

Finding/Recommendation - While the software accounting system posts the activity automatically in the other funds, the activity in the General Fund is posted to one account (Due to/From). It appeared during the year that the interfund accounts were not reconciled monthly. The individual interfund accounts need to be reconciled monthly and all required adjustments posted to balance them to the accounts on the General Fund.

Benefit - This reconciliation insures that interfund transactions have been posted properly in the correct fund.

Status - This was not consistently done during the year.

Management's Comments - The County will, on a monthly basis, reconcile the interfund accounts and post adjustments to the accounts on the General Fund. The software system will be reviewed to determine why this is not occurring automatically and adjusted accordingly.

#### General Fixed Assets Coding and Updating

Finding/Recommendation - The County uses an outside service to maintain records of its general fixed assets. We noted that the process used by the Business Office to code the general fixed asset additions at year end seems cumbersome and also very time consuming at a time of the year when extra time is not available. In addition, with the Nursing Home Cost Report having a due date of September 30, it is very difficult to get the data to the company that maintains the schedules and have the updated reports back timely to prepare the Cost Report. Consequently, the final cost report is held up awaiting the updated reports from the outside service. We would recommend that any additions to general fixed assets be coded and tracked during the year, either through a special code on invoices so that the additions are done during invoice processing or at that additions be coded at least quarterly during the year. In addition, it is important that invoices be checked to general ledger activity to avoid duplicate coding of invoices. We would also recommend that the County revisit its current capitalization policy. For example, for Cost Report purposes, a \$500 minimum is an acceptable threshold at the Nursing Home.

Benefit - This would provide a more efficient system of tracking the information during the year and would cut back on the year crunch time feeling in the Business Office at a time of year when there is a shortage of available time.

Status - Not all of the recommendations had been implemented at year end.

Management's Comments - The County increased the capitalization threshold to \$500 effective July 1, 1996. The County will develop a system to track fixed assets as they are purchased to be submitted on a semi-annual basis for update. The County will explore the use of bar-coding to bring this function in-house.

**Sheriff's Department Accounts Receivable**

Finding/Recommendation - To maintain adequate internal controls over accounts receivable, it is important that listings of outstanding receivables be reconciled and also reviewed monthly. During the current year, we again noted that the receivables records maintained at the Sheriff's Department were very large in number and also some were quite old. We were not able to satisfy ourselves that the current system was capable of producing an accurate listing of amounts actually owed to the Department at year end nor were we satisfied that the current system used does an accurate job of billing and tracking billings during the year. In reviewing the problem with the individual in charge of the receivables at the Department, we were told that the inability to produce an outstanding listing was software related and was being addressed with the software company. We would recommend that the Sheriff's Department needs to review the system currently in place at the Department to determine if it is being efficiently used and whether it is used in such a manner that second and third billings and follow-ups on delinquent bills are performed. Also, at some point, the older receivables currently on the system would need to be addressed by County management as to collectability.

Benefit - Improvements to the system would result in more efficient operation of the department, improve cash flows through more timely billings and follow up to unbilled balances, and improve internal controls over the receivables.

Status - This was still a problem at the end of the current year.

Management's Comments - The Sheriff's Office has been able to reconstruct information to allow for the retrieval and rebilling of all of the old receivables that were lost through a computer change over made several years ago. To date, more than \$55,000 in old receivables have been collected. The Business Office will recommend to the Sheriff's Office that the auditor evaluate the systems currently in place to make recommendations for potential improvements to the process.

CURRENT YEAR'S FINDINGS AND RECOMMENDATIONS:

Reconciliation of Patient Fund Cash Accounts to Books

Finding - Good internal controls over the patient fund account include the monthly reconciliation of the reconciled cash balances to the computer generated listing of outstanding balances at month end by patient. During the past year the bank reconciliations were done monthly. However, as the checking account was reconciled at the County Business Office and the other accounts at the Nursing Home, the total reconciled cash balances were never reconciled to the outstanding patient balances at month end. Consequently, errors or mispostings to individual patient accounts could have been done and gone unnoticed. This lack of reconciliation appears to arise because the two offices were performing separate reconciliations on the accounts.

Recommendation - All bank reconciliations for the patient fund accounts should be performed at the Nursing Home. Once these reconciliations have been performed, then total cash at month end, including cash on hand, needs to be reconciled to the total outstanding patient balances.

Benefit - Improved internal and accounting controls over patient funds and also a shifting of the bank reconciliation process out of the Business Office.

Management's Comments - The recommendation has been implemented.

Accounts Payable Data Entry

Finding - As part of the internal control system, it is important that control or check totals be used to validate the totals of the source documents used for data entry. Invoices entered into the accounts payable system are not checked to determine if the data entry was correct. Also, accounts payable edit reports printed from the data entry are not retained. As a result, it is impossible to determine the detail of what was entered into the accounts payable account during the month.

Recommendation - Accounts payable need to be checked on data entry to the invoice and this should be noted on the invoice. In addition, the accounts payable edit reports need to be retained.

Benefit - This would assist in reconciling the accounts payable balances at month end and also may reduce the number of manual checks done to correct data entry keying errors.

Management's Comments - The recommendation has been implemented.

Hillsborough County Nursing Home  
400 Mast Road  
Goffstown, New Hampshire 03045

EMILY MERCIER R.N.  
Administrator

KAREN PAINTER R.N.  
Assistant Administrator



TELEPHONE  
(603) 627-5540

Fax  
(603) 627-5547

September, 1996

Honorable Board of County Commissioners  
300 Chestnut Street  
Manchester, New Hampshire 03101

RE: Hillsborough County Nursing Home Annual Report, 7/1/95 - 6/30/96

### The Year in Review

A new **Federal Survey Process** was introduced during this fiscal period. The survey focus shifted away from process and procedure, and became more resident-focused. Surveyors looked to residents for answers to many of their questions. This shift in focus has and will continue to have far-reaching results - from the initial adjustment as we struggled to respond to the survey team's findings, to such things as how we monitor weight loss and nutrition, recreation and resident activity, spiritual and social needs, increases in staff levels to meet new standards of care, and much more. *Our focus this year has been on improving the delivery of resident care and increasing resident satisfaction through improved communication and collaboration with residents, families and all disciplines.* The following is a synopsis of some of the changes we made in Fiscal 96 in response to the Federal Survey.

**System changes** included a switch from a nursing model to a patient-centered model. This is evidenced in efforts to increase communication both between patient and staff, and also laterally among the various patient-care disciplines. Steps were taken to develop vehicles for staff/patient as well as patient to patient communication. Community meetings were initiated and are currently being held weekly on all nursing units and monitored by the Social Services department. This system provides an open forum for all to share ideas to improve quality of life, share concerns and problem-solve as a group. Team meetings on all nursing units are held daily, when all unit staff involved with delivering care - nurse manager, staff nurses, nursing assistants and unit aides, social worker, restorative services staff, housekeepers and maintenance personnel - meet to share plans for the day and discuss issues affecting patient care. This time spent together has increased the communication among disciplines as well. Interdisciplinary documentation is another step in providing continuity of information. In an effort to improve the accessibility of patient information, the medical record has been reorganized so that all disciplines document in one area in the patient chart.

**Primary Nursing** was initiated on the 7-3 shift on all units. Nursing assistants provide the greatest part of the patient's daily care and are central to the patient's daily routine. These CNAs are now given primary resident assignments. This program not only improves the delivery of care by providing continuity, but also has the added advantages of increasing the caregiver's knowledge of the patient. Residents know who their primary caregiver is and CNAs can take a more active role in the care-planning process because of their increased involvement with their primary residents.

*Our Mission: We are committed to serving Hillsborough County Nursing Home by putting the needs of our residents first; providing long term quality care and comfort with compassion and understanding.*

*Professional staff* were hired to fill new management and clinical care positions in social service, nursing, business administration, and restorative therapy. Key positions were filled by Karen Taylor, CTRS, Director of Restorative Services; Barbara Nordstorm, MSW, Social Services Director; Rosmarie Krosch, Assistant Director of Nursing; and Sandra Egan, Medicare Billing. These positions were necessary to meet federal standards of care in the areas of patient recreation and activity, occupational and physical therapy, social services and patient advocacy. In addition, our decision to apply for Medicare certification and later this same year, hospice licensing and hospice medicare certification, required expertise in the areas of skilled nursing care and Medicare billing

**Other Major Initiatives**

On July 1, 1995 the nursing home received *Medicare Certification*, and with this dual certification we began accepting patients at both skilled and ICF levels of care.

In May, 1996 Hillsborough County Nursing Home received licensure to provide *Home Health Care Hospice services*. Hospice Medicare Certification was granted on June 13, 1996. Development of this program was a major undertaking, and involved input from all departments. We worked closely with the State Department of Health and Human Services and Medicare to formulate the ground rules for this first-in-the-state nursing home based home health hospice. Modifications were made on Unit C3 to accommodate Hospice patients and their families. Dr. Maria Davila, a physician well-known in this community for her commitment to the hospice philosophy of care, agreed to come on board as our Hospice Medical Director.

In September 1995 Hillsborough County Nursing Home contracted with Applied Management Systems of Burlington, Ma. to perform a major *acuity assessment* and staffing study. The study measured resident acuity levels and developed a system which is used to assign and validate appropriate staffing levels in all departments. Completed in March, the acuity assessment detailed acuity levels and required staffing for nursing. Staffing reductions in laundry, housekeeping and food service were recommended and achieved. Staffing increases - specifically in Social Services, Restorative Services and Administration - were recommended and partially achieved. I must thank my department heads and staff who worked with us to make these staffing adjustments and accept the changes that needed to be made.

**Facility Census Report**

	<i>Year ending 6/30/95</i>	<i>Year ending 6-30-'96</i>
Number of Admissions:	107	85
Number of Deaths	96	63
Number of Transfers/Discharges	17	20

**Revenue**

The introduction of skilled and hospice care services for residents of Hillsborough County has resulted in increased revenue from federal funds, which in turn will reduce the cost of the County contribution to Medicaid funding.

Patient billing statistics for this reporting period are as follows:

- Total patient days: 108, 838
- Average occupancy rate: 99%
- Medicaid days: 105,072 (8,484 ELU days)
- Medicare/Skilled Days: 928
- Self-paid days (private pay): 2,753 (156 days ELU)
- Hospice days: 85

### Maintaining Our Physical Plant

Major renovations on our Alzheimer's Unit were initiated in response to quality improvement recommendations for different use of space to accommodate the needs of residents at various stages of Alzheimer's dementia. Our plan was to have the ability to build into the existing unit at least two separate living areas. A few small sitting areas were designed, and renovations were made to the area adjacent to the nursing station. New furniture, and creative use of space, colors and lighting helped to give the unit less of an institutionalized look and a more "homey" atmosphere.

The results of the renovations to A1 were amazing - and I must thank our planning committee, with members from the Alzheimer's Unit, administration, housekeeping, maintenance and recreational therapy for their input and hard work. Special thanks also to JoAnn Jordon, head of the NH Health & Human Services Alzheimer's Program, for her participation on our planning committee and for her advice, encouragement, and - always - her sense of humor.

In terms of *plant maintenance*, we took a close look at resident safety and quality of life issues. Extensive interior painting was done, air conditioners were installed in resident rooms and staff areas, sinks and counter tops were repaired, and a number of shower and bathing appliances were replaced. In the main kitchen, a kitchen hood extinguishing system was installed in response to fire safety concerns.

Sensor "beams" were installed at all elevators to allow for safer entry and exit by wheelchair-bound residents.

The main entrance doors were replaced with bi-folds, again largely with safety in mind. An added benefit will be expected energy savings as the new doors are designed so that heat loss will be minimal.

The recreational therapy area experienced extensive renovations. The office was relocated to allow more space for resident-related activity.

### Staff Development, Training and Community Outreach

In May, 1995 HCNH worked in collaboration with the Goffstown and Pinardville Lions Clubs, to sponsor a *Community Health Screening Fair*. Physicians and nurses volunteered their services for the day-long program, and the nursing home provided rooms, equipment and volunteer staff.

This year, we sponsored (2) successful *Red Cross Blood Drives*. Donations came from HCNH staff and their families, resident family and friends, and others from the community.

*CPR instruction* and certification continues to be done in-house through the staff development department. Extensive training programs were offered in the areas of *Hospice and Alzheimer's care*. In addition to providing instruction for nursing home staff, we provided a hospice training program for volunteers from the community to work with our hospice patients and their families. *Orientations* were provided for (34) new nursing department employees, (8) housekeeping employees, (14) dietary staff and (6) new staff in the business office and administration areas.

We recruited the services of a number of distinguished community leaders and educators to share their expertise with our staff. A sampling of speakers scheduled to address staff this past year: Dr. Maria Davila of Hooksett spoke on "The Role of the Physician in Hospice Care"; Marie Kim, NH Hospice Organization; Dottie Beck, NH Ombudsman and JoAnn Jordan of the NH Health & Human Services Alzheimer's Program on "Restraint Reduction"; Dr. William Horgan, DDM on "Oral Health for the Elderly"; Carol Leiciwski, Speech Therapist (Easter Seals); Roger Beaudoin, CCSW "Sensitivity to Resident Needs"; and Nick Manolis of Compensation Funds of NH "Harrasment in the Workplace". Sue Grimes and Sharon Lounsbury of the federal surveyor's office addressed documentation issues under the new survey process.

July, 1995 saw the retirement of a dear friend and colleague, Dr. Marcel Dupuis, and I want to take this opportunity to recognize him for his contribution to the County. Dr. Dupuis had served as a medical director for over 35 years. His service to the residents of Hillsborough County Nursing Home will long be remembered, and we wish him a long and happy retirement.

Also in July 1995, Lorraine Smart, Human Resources Assistant, moved from her location at 300 Chestnut Street to the Nursing Home. Management of the Human Resources function was assigned to the Nursing Home Administrator, and personnel activities have been operating out of the nursing home since that time. Renovations were made to the Administration area to accommodate the addition of County personnel files, office equipment, etc. The transition went extremely well, and the department has continued to offer personnel services to the County Divisions.

I am extremely thankful to my management team, for whom Fiscal Year 96 was a series of challenges and changes. I could not have responded to the demands of the past year without their cooperation and support!

Respectfully submitted,



Emily Mercier  
Administrator

EM/ml



# Hillsborough County Department of Corrections

445 Willow Street  
Manchester, New Hampshire 03103-6216  
Telephone (603) 627-5620

James M. O'Mara, Jr.  
Superintendent

Michael N. Trojan  
Assistant Superintendent



## HILLSBOROUGH COUNTY DEPARTMENT OF CORRECTIONS FY '96 ANNUAL REPORT

1 NOVEMBER 1996

## FY '96 ANNUAL REPORT

FY '96 has been another highly successful year for the Department of Corrections. Our strategic direction to increase both staff professionalism and operational cost-effectiveness continues with great success. We are not only committed to our charter for the safe and secure custody of all lawfully committed offenders but also to our responsibility to the taxpayers to provide the greatest possible return for every tax dollar invested.

Having firmly entrenched our strategic direction, we have also been able to offer more services to communities without any additional costs.

- **OPERATION IMPACT**, a Drug and Alcohol Awareness Program, continues to expand and has been an outstanding success. This Program is focused toward opening the eyes of our communities' youth to the dangers and consequences of drug and alcohol use and abuse. In FY '96, 929 participants from 55 different organizations from 22 cities and towns were 'impacted' by this program. Of special note is the acknowledgment by the Court system of the efficacy and effectiveness of this program. 22 of these participants were 'ordered' by the Courts to attend.
- The **COMMUNITY SERVICE PROGRAM**, where inmates provide labor for projects to communities throughout Hillsborough County that would otherwise go undone, continues to be a tremendous success. Communities and local non-profit agencies benefited from this program and received 7,131 man-hours of this service in FY '96.
- The **WORK DETAIL PROGRAM**, is similar to the Community Service Program but its focus is towards providing labor to various agencies that in some way provide services and benefits to the County. This Program provided 1,017 man-hours in FY '96.
- **LAW ENFORCEMENT RESOURCE CENTER**, our commitment to complete and accurate offender information collection, documentation, collation and tracking has made the Hillsborough County Department of Corrections the single largest County level center of criminal information. This has enabled us to become a major resource center for the law enforcement community. Working in cooperation with the courts and Federal, State, County and local law enforcement agencies, the Hillsborough County Department of Corrections contributes to the Law Enforcement circle to help make the "system" work.

- **VIDEO ARRAIGNMENTS**, a procedure that takes a 'cost-bite' out of crime. Hillsborough County Department of Corrections has joined in a cooperative venture with the Hillsborough County Superior Court North and the Hillsborough County Sheriff's Department. The process has begun to also include Hillsborough County Superior Court South and Nashua District Court as well and should be fully operational in FY '97.

By a secure video link-up between the Courthouses and the Hillsborough County Department of Corrections, inmates are arraigned 'in Court' without leaving the Correctional Facility. The elimination of transporting inmates to and from the Court, and the compression of processing time has a major cumulative cost savings to the Hillsborough County taxpayer.

### **COST - EFFECTIVENESS:**

This Administration, since we came together in 1991, has focused on running the Department of Corrections like a business. Business management principles have been implemented throughout all levels of the operation. Although our primary concern as a correctional facility is public safety, we have joined to this responsibility our financial responsibility to minimize the cost to the taxpayers. Our strategy in this regard has been two pronged:

- 1) aggressively pursue opportunities to generate revenue and maximize income; and
- 2) constantly reduce or contain the costs of operation without compromise to public safety.

This strategy has proven to be very successful. Our cost-containment efforts have enabled us to actually reduce our gross operating cost while the national average for correctional costs have actually increased at 13% per year. Additionally, our revenue generation emphasis has enabled us to further reduce our net operating cost.

FY '96's gross operating cost of \$9,816,640 is **\$182,868 less** than FY '95's gross operating cost of \$9,999,508.

FY '96's net operating cost (gross operating cost minus generated revenues) of \$7,603,062 is **\$1,000,268 less** than FY '95's net operating cost of \$8,603,330.

### **I. REVENUES GENERATED:**

With the County inmate population below operational capacity, we continue to aggressively market vacant bed space. Our commitment to excellence, consistency and professionalism enables us to offer more than just "space".

## COST - EFFECTIVENESS (Con't):

### I. REVENUES GENERATED (Con't):

the Hillsborough County Department of Corrections offers a high-quality "product". The Lease Bed Program markets this product to Federal and State agencies and continues to generate revenue for the County, thereby reducing tax dollar funding requirements.

We also generate revenues through other avenues such as the inmate telephone service, the Work Release Program and the inmate commissary.

In FY '96, the Hillsborough County Department of Corrections exceeded our already ambitious revenue target and brought in an unprecedented revenue of **\$2,213,577**.

FY '96's revenue of **\$2,213,577** is a **58%** increase over FY '95's revenue of **\$1,398,267**; a **92%** increase over FY '94's revenue of **\$1,154,528**; a **136%** increase over FY '93's revenue of **\$937,674**; a **166%** increase over FY '92's of **\$830,571**; and a **578%** increase over FY '91's of **\$326,452**.

The cumulative total for the last 6 fiscal years is **\$6,861,069** in revenues generated by the Hillsborough County Department of Corrections. This not only reduces this Department's net operating cost but also lightens the tax burden for each Hillsborough County taxpayer.

Revenue generation is an on-going objective for this Department. We are committed to exhausting every potential to generate income for the County.

### II. OPERATING COST - REDUCTION:

A. An internal cost control and tracking system has been developed and implemented. All purchase requisitions are cross-checked against the budgeted items and appropriated funds. This vital management tool enables the Hillsborough County Department of Corrections to track expenditures on a daily basis, better control the expenditures, eliminate all but absolutely necessary purchases and plan for cost-control systems in future budgets.

All internal departments have been designated individual "cost-centers." The heads of these cost-centers are held responsible and accountable for all expenditures. They are also charged with the task

II. **OPERATING COST - REDUCTION (Con't):**

A. (Con't):

of identifying cost saving measures to reduce future expenditure needs. Management-by-Objective, competitive price solicitation and need prioritization continues to hold the line on costs.

Inventory control systems have been implemented throughout cost-centers enabling bidding for quantity purchases. This has enabled us to receive bulk quantity discounts, thereby further reducing our costs.

- B. All pre-trial female County inmates have been moved from the State Correctional Facility in Goffstown to this facility. Originally done to accommodate the State Department of Correction's request to help relieve their overcrowding, it has proven to be very cost-effective to house them here permanently.

**PROFESSIONALISM:**

The Chain-of-Command organizational system focusing on individual responsibility and accountability continues to be a great success and has greatly increased the effectiveness and efficiency of the operation. Management-by-Objective is succeeding with measurable positive results in both job performance as well as in reducing operational costs.

Staff training continues to be a high priority, enhancing each individual's contribution to his/her job function. FY '96's training hours totaled 20,401 hours, representing a 5% increase over FY '95's 19,380 hours.

The Field Training Officer (FTO) Program continues to be a tremendous success. This program is constantly re-evaluated with refinements identified and incorporated into the training.

The drive for excellence, exemplified through the professionalism of the entire staff, not only provides pride in this Department, it provides the taxpayer with the greatest possible return for every tax dollar invested. Professionalism also contributes to our Lease Bed Program; it enhances the quality of the product we have to offer.

**FY '96 H.C.D.O.C. STATISTICAL RECAP:**

	(House in General Population)	
	<u>Percentage</u>	<u>FY '96</u>
Men serving sentence	34%	50,283
Women serving sentence	30%	4,198
Men - Pre-Trial	66%	99,232
Women - Pre-Trial	70%	9,991
Prisoner days - (Men)	(Tot pt+st)	149,515
Prisoner days - (Women)	(Tot pt+st)	14,189
Highest census day	30 June	536
Lowest census day	25 Dec.	381

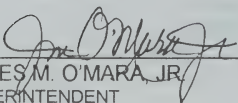
**FY '96; 1 JULY 1995 - 30 JUNE 1996**

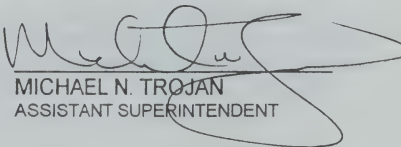
**STATISTICS BASED ON DAILY CENSUS INFORMATION**

	(House in General Population)	
		<u>FY '96</u>
Total amount processed - (Male)		4,842
Total amount processed - (Female)		531
Average daily population		437
Average daily admissions - (Male)		13.3
Average daily admissions - (Female)		1.5

The positive changes and improvements to the operation could not be achieved without the support and backing of the Executive and Legislative branches of County Government. Nor could these accomplishments be realized without the support and contributions of our dedicated staff. In addition, we interface with other Departments within the County. The cooperation and communication between the Hillsborough County Attorney's Office, the Hillsborough County Sheriff's Department, and this Department in both civil and criminal matters is most effective and much appreciated.

Therefore, we would like to take this opportunity to express our thanks and gratitude to the Hillsborough County Board of Commissioners, the Executive Committee of the Delegation, the entire Delegation, the Hillsborough County Attorney's Office, the Hillsborough County Sheriff's Department and to the professional men and women of the Hillsborough County Department of Corrections.

  
 \_\_\_\_\_  
 JAMES M. O'MARA, JR.  
 SUPERINTENDENT

  
 \_\_\_\_\_  
 MICHAEL N. TROJAN  
 ASSISTANT SUPERINTENDENT

DATE: 1 NOVEMBER 1996

**HILLSBOROUGH COUNTY COOPERATIVE EXTENSION**  
**468 Rt 13 South, Milford, NH 03055**

November 1, 1996

The Honorable Board of County Commissioners  
300 Chestnut Street  
Manchester, NH 03103

RE: 1996 Annual Report

Dear Commissioners,

Cooperative Extension has been active for 82 years in New Hampshire, representing a strong tradition of partnership between each of the 10 counties in the state and the University of New Hampshire. Hillsborough County Cooperative Extension provides all county residents with educational assistance and programs in Agriculture, Forestry, 4-H and Youth Development, Family Development and nutrition. Our two offices are located at the Goffstown County Complex and at the Chappell Professional Center in Milford.

#### **AGRICULTURE**

The agricultural educators provide recommendations and educational programs for commercial farmers and growers (both full and part-time), to agricultural businesses, to town officials and departments, and to homeowners. Last year, more than 2500 people participated in a variety of workshops directed at farmers and home gardeners. Quality education does not have to take place in a lecture hall or classroom. Some of the best education takes place out on the farm with farmers learning from other farmers. At a number of educational meetings this year the best lessons were learned through various hands-on and equipment demonstrations, and by observing farming principles and best management practices on site.

Soil fertilizer tests conducted on over 1080 acres last year determined more efficiently the amount of nitrogen fertilizers needed during the growing season. Over 43 tons of fertilizer were saved through the use of these tests. What a great savings in dollars, not to mention the reduced risk to groundwater.

With 335,000 residents in the county, Cooperative Extension makes extensive use of the media to help serve the heavy demands. A weekly garden column is published in local newspapers with a potential circulation of over 336,000. Radio spots are aired on WGIR. Audiences are also reached through workshops, evening "twilight" meetings, and speaking engagements for various clubs and civic groups. Ten issues of the county newsletter reach approximately 3000 subscribers. In addition, 7500 homeowner phone calls, office visits and information requests are handled.

The agriculture program also had the help of over 30 experienced volunteer staff members this year. Eight new Master Gardeners received 45 hours of training and the group as a whole then gave back well over 400 hours of expertise to the county, covering everything from composting to community planting projects. Hillsborough County has 34 Master Gardeners, representing 14 different towns.

#### **4-H YOUTH DEVELOPMENT**

The 4-H Youth Development program serves youth 5-18, their families and communities through hands-on learning experiences. Five youth development competencies form the foundation of the 4-H program and include: vocational; physical and mental health; personal and social; cognitive and

creative; and citizenship. In FY 96, over 7,500 youth and their families were served, with the assistance of 590 volunteers.

The first 4-H llama club began with several children going to a llama farm, learning about the care of these animals. The group advanced to earn the Hillsborough County 4-H Foundation Award for the best 4-H Club exhibit at the Hillsborough County Fair.

Science Camp found youth exploring many aspects of science, including computer technology, water studies, cloud direction and speed, pollution prevention, genetics and genealogy, plastics, nutrition chemistry, textile composition, and marine biology.

Stream Safari was introduced to students, teachers and parents, who explored the ecology of the Piscataquog River through workshops, class presentations and field experiences. Partnering with US Fish and Wildlife Service, youth continued watershed education with the Adopt-a-Salmon program.

## **FAMILY DEVELOPMENT**

Educators and volunteers in Family Development helped residents make informed choices and decisions regarding nutrition, food safety, health, human development and family resource management. More than 4800 residents received practical, research-based information about these topics through workshops, publications, phone calls, the media, Family and Community Education and Family Community Leadership groups and thirty-seven Family Focus volunteers.

Many workshops and publications are designed for families and children with limited incomes and resources. One such program, the Expanded Food and Nutrition Education Program (EFNEP), enrolled 1,118 youth in a series of nutrition education lessons. In addition, 138 adults successfully completed a series of lessons with an additional 24 families continuing on with the program. This program provides information and assistance in planning and preparing nutritious, low cost meals.

In addition to these traditional deliveries, educators provided technical assistance to the NH Celebrates Wellness Project. Last year, six county teams attended a five-day conference, developed action plans and currently conduct wellness activities in their communities. Educators also worked with other agencies and organizations, combining their energies and expertise to support families by strengthening the communities in which they live. An example is Extension's participation in Makin' It Happen: Coalition for Resilient Youth in Manchester. Makin' It Happen promotes positive youth development by addressing essential developmental needs of children and youth through their family, school and community environments.

## **FORESTRY**

The Extension Foresters provide educational and technical assistance to forest landowners in the better use of their forest resources for recreation, wildlife, timber and watershed management.

They also advise home owners on urban tree problems as well as encourage youth groups such as 4-H, vocational agriculture and Scouting to become involved in learning and practicing good forestry.

Some of the accomplishments for this year include: 7,098 acres of forest land examined (85 landowners), 45 urban tree inspections and 34 presentations and tours conducted with an attendance of over 1,669 people.

Even though 1/3 of the population of NH lives in Hillsborough County, the county is still 75% forest and produces more white pine lumber than any of the other counties in the state. The forest industry is the third largest in the state, contributing \$1.7 billion worth of products and employing 15,000 people; with a history stretching back more than 350 years.

  
Margaret Hagen  
County Office Administrator





## Hillsborough County Registry of Deeds

Judith A. MacDonald  
Registrar

Office: 882-6933  
882-9146  
Fax: 882-7527

19 Temple Street  
P.O. Box 370  
Nashua, N.H. 03061-0370

October 10, 1996

The Honorable Board of County Commissioners  
300 Chestnut Street  
Manchester, NH 03103

RE: 1996 Annual Report

Dear Commissioners,

The Registry of Deeds generated 1.9 million in revenue for fiscal year 1996. Over nine million in real estate transfer tax fees were remitted to the N. H. Department of Revenue Administration.

The sale of CD-ROM indexes and images continues to grow. The City of Nashua and several abstractors have purchased our CD's. There are also several potential customers in the discussion stages. The two dollar users' fee is in effect and has increased our revenue. This money is being utilized for new equipment, expanding customer services and reducing my budget.

I am fortunate to have the support of a professional staff and dedicated Deputy, Annette Jacques. Representative Bob Kelley. Chairman of my budget committee and the committee members continue their hard work. You, the Commissioners, the Executive Committee, and the Delegation are to be commended for your interest and direction. All have contributed to the success of the Registry.

Respectfully submitted,

Judith A. MacDonald  
Registrar of Deeds

JAM/apj  
Enclosure

# HILLSBOROUGH COUNTY REGISTRY OF DEEDS

1995-96 FISCAL YEAR

## INCOME STATEMENT

### REVENUE

OTHER FEES	1,259,384.16
4% COMMISSION	382,652.76
COPY FEES	259,653.76
SHERIFF'S FEES	5,172.00

SUB TOTAL 1,906,862.68

LESS REFUNDS 392.62

LESS UNPAID DEPOSITED ITEMS 1,612.24

TOTAL 1,904,857.82

### RECEIVABLES

RECORDING FEES	13,017.91
COPY FEES	44,946.72

SUB TOTAL 57,964.63

TOTAL 1,962,822.45

LESS BAD DEBTS 58.00

GRAND TOTAL 1,962,764.45

### COMPARISONS:

	1991-92	1992-93	%	1993-94	%	1994-95	%	1995-96	%
OTHER FEES	\$1,182,055	\$1,322,403	12%	\$1,558,631	18%	\$1,069,076	-31%	\$1,259,384	15%
4% COMMISSION	\$ 371,347	\$ 335,950	-10%	\$ 380,973	13%	\$ 378,551	-1%	\$ 382,653	1%
COPY FEES	\$ 239,523	\$ 280,151	17%	\$ 319,779	14%	\$ 247,156	-23%	\$ 259,653	5%
DOCUMENT COUNT	64,898	71,140	10%	81,141	14%	59,408	-27%	65,228	9%

**OFFICE OF THE SHERIFF  
HILLSBOROUGH COUNTY  
1996 ANNUAL REPORT**

To the Honorable Board of County Commissioners:

It is my pleasure to present the Annual Report for the Office of the Hillsborough County Sheriff for 1996. It has been a very busy year. As demands for the services provided by this office increase, I continue to carefully monitor spending and hold the line for the county's taxpayers. As I complete my fourth year as your Sheriff, I look forward to the challenge of another two year term of office.

Historians date the office of the Sheriff to ancient Roman times. The Magna Carta written in 1215 A.D. has twenty seven articles that refer directly to the Sheriff. In New Hampshire, the constitutional Office of the Sheriff has its origins in colonial times.

The modern day sheriff remains an elected position. Assisted by a staff of appointed deputies, he must work at a steady pace to keep up with the ever increasing demands for the services provided by the Office of the Sheriff. Deputies are trained at the New Hampshire Police Standards & Training Council Academy and must be capable of dealing with all facets of law enforcement as well as the specialized field of civil process. In New Hampshire, the county Sheriff and his deputies are exclusively responsible for the service of civil process with resulting revenues generated going into the county treasury to greatly offset our operating expenses and lower the tax burden.

Each day this office is faced with a full day's activities. The office's five divisions are as follows: Transport/Civil/Criminal/Communications/Court Security, each of which is supported by the administrative support staff.

While each division has different primary jobs, deputies are cross trained to perform any required assignment.

**TRANSPORT DIVISION**

As I begin my third term of office, my biggest challenge is handling and accomodating the ever increasing multitude of court orders to transport and then guard in court, prisoners and juvenile offenders. These transport orders require travel to locations to and from locations all over the state, including the northernmost towns. The statistics speak for themselves as mandated duties continue to increase our budget. For a number of years, the District Courts have required that our deputies maintain custody during the hearings and trials; this has become quite costly.

Although I am fortunate to have a staff of highly trained and experienced deputies, the risk of prisoner escapes increases steadily as our resources are stretched thinner and thinner. **Anytime an inmate is outside the secure confines of a correctional facility, the opportunity for escape is greatly increased. Combine that with the pressure to transport more prisoners faster, to more distant locations and, the risk escalates for the deputies, court staff and the general public.**

In an effort to take a good look at issues involving transport and custody of prisoners, I formed an Ad Hoc Committee on Issues Involving Prisoner Transport and Custody Issues. I invited representatives from the Judicial/Legislative and Executive branches of government to study this problem and suggest solutions. Ideas are still being reviewed to solve this problem.

The Transport Division is also responsible for handling persons involuntarily committed to the New Hampshire Hospital as well as taking inmates to various facilities for medical treatment.

#### **CIVIL DIVISION:**

In the Civil Division, deputies are responsible for serving all types of civil process from small claim complaints to perfecting court ordered bank attachments that sometimes involve millions of dollars. This division also handled family related issues such as divorce and child custody issues. These types of family related court orders can be emotional, controversial and dangerous. Training and experience combined with common sense and a diplomatic approach help alleviate the stress in these situations. Landlord and tenant issues are also handled by the civil division. The Civil Division maintains offices in Manchester and Nashua for accessibility.

#### **CRIMINAL DIVISION:**

The Criminal Division is responsible for tracking and apprehending dangerous fugitives wanted on felony charges who fail to appear in Superior Court. Also locating 'deadbeat parents' who have not met child support obligations are handled by the Criminal Division. Civil bench warrants resulting from small claim and civil judgments are also the responsibility of this division, assisted by the Civil Division deputies. I was once again this year pleased to assist in 'Operation Streetsweeper' and the Fugitive Task Force, multi-agency efforts involving local, county, state and federal police agencies at ridding the streets of drug dealers and clearing up warrants from the various agencies involved.

#### **COURT SECURITY DIVISION:**

This division is responsible for security and custody of prisoners at Superior Courthouses in Nashua and Manchester. Court Officers handle security at the entrances to the buildings, maintain order, provide security in the courtrooms and to the judges and staff. In addition, Court Officers staff the cellblock area, escorting inmates to and from court hearings in the building, maintaining custody of the prisoner during the duration of the hearing/trial. According to crime statistics, the job of court security officer is one of the most hazardous in the country, second only to taxi drivers.

## COMMUNICATIONS DIVISION:

This division provides dispatch services to this office. In addition, this division also dispatches for the towns of Francestown, Greenfield, Litchfield, Mason, New Ipswich, Peterborough, and Temple, as well as the Souhegan Valley Ambulance Service and the Mason Fire Department. These towns pay a fee for dispatch services that help offset the division's operating costs. Also, all cellular 911 calls in the southern part of New Hampshire are answered by communications center. Additional assistance is also rendered to other towns and agencies when needed. Recent equipment upgrades include new radio control consoles and a digital recording system that provides instant recall of any radio traffic or telephone calls answered by communications personnel. This equipment reduces dramatically the time required to retrieve an event and allows simultaneous monitoring of all our radio channels, increasing officer and public safety.

As I begin my fifth year as Sheriff of Hillsborough County, I pledge to continue balancing the need for a cost effective operation with the requirements placed on the office of the Sheriff.

In closing, I wish to thank the Board of County Commissioners and my staff; other county departments; the members of the N.H. General Court; the Judges of the Superior, District and Municipal Courts across the county and their staffs; the members of the Bar Association; state and local law enforcement agencies and most importantly, the citizens of the county for their continued support.

Respectfully submitted,

  
Walter A. Morse, High Sheriff

**OFFICE OF THE SHERIFF  
Hillsborough County, N.H.**

**Operating Statistics By Division**

**Criminal/Warrants:**

Superior Court Capias Cleared	686
Fugitive Extraditions (returning fugitives to NH)	166
Fugitives Returned to Other States	16
Civil Bench Warrants Cleared	1,213

**Transportation:**

Prisoners Transported (6 mos. July 1, 1996 to December 31, 1996)	4,991
Projected Prisoner Transports (6 mos January 1 to June 30)	4,000
TOTAL PROJECTED PRISONER TRANSPORTS FOR 12 MONTHS	8,991

**Civil Process:**

Writs Served	22,990
Revenue From Civil Process	370,336

**Communications:**

Calls for service handled by dispatchers	223,177
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**OFFICE OF THE SHERIFF  
Hillsborough County, N.H.**

**BREAKDOWN OF CRIMINAL WARRANT ACTIVITY**

<b>Category</b>	<b>No. Warrants Cleared</b>
Prostitution	1
Robbery	11
Possession & Sale of Controlled Drug	108
Aggravated Felonious Sexual Assault	11
Burglary	43
Assault	34
Felon in Possession of Firearm	5
Forgery & Bad Checks	55
Unauthorized use of vehicle	1
Habitual Offender	47
Criminal Threatening	5
Theft by Deception	14
Receiving Stolen Property	16
Theft by Unauthorized Taking	47
Stalking	1
Escape	7
D.W.I.	6
Bail Jumping	10
Criminal Trespass	15
Murder	2
Fugitive from Justice	16 (returned to other states)
Orders for Arrest ("Deadbeat Parents")	224
Witness Tampering	1
Bomb Threat	1
False Report	1
Arson	3
Violation of Restraining Order	1

## Hillsborough County Attorney 1996 Annual Report

1996 was a remarkable year for the County Attorney's Office. As it is with all County Attorney's Offices throughout the State, the major focus of energies have been in the field of criminal prosecution. The commission of serious crimes throughout the community has had an ever increasing impact on the lives of all of us in Hillsborough County. As everything else becomes more complicated and complex, we have found that the process of prosecution and defense in the Superior Court becomes ever increasingly complex.

One of the areas that is quickly emerging as the most challenging is the area of domestic violence. As we reported last year, Sgt. Anita Lavigne of the Manchester Police Department indicates to us that the number of domestic violence contacts that she makes on a weekly basis can involve as many as 75 phone calls for assistance. The time and energy expended on cases of that nature by our office and all members of the law enforcement community expands on an ever increasing basis. In that cases of this nature are so dynamic and explosive, remarkable care from all perspectives must be applied to them.

Fortunately, our office has been the recipient of funding through the Violence Against Women Act, a federal grant, which is currently managed by the Department of Corrections. This grant funds a specialized prosecutor, a specialized probation officer and a trained witness advocate. Because these cases are so important, they require the particular skills of those trained in dealing with the challenges and problems of domestic violence. These individuals work in conjunction in the prosecution of these cases, not only in the district but the superior courts, to insure consistency of disposition of these most explosive cases. Our office and our community is most fortunate to be the recipient of this unique funding.

Our efforts involve working in conjunction with City Solicitor Thomas R. Clark and his Chief Prosecutor Evelyn King in prosecuting these matters which we understand can represent as much as 40% of the daily criminal caseload that the Manchester District Court. This new and exciting program that deals with the challenges of domestic violence represents the highest level of cooperation between the federal government, the state government through the Department of Justice, county government in the Hillsborough County Attorney's Office and municipal government on the part of the Manchester City Solicitor's Office. These agencies are working together to deal with one of the most increasingly challenging fields that face our community today: domestic violence.

The ever increasing efforts of the defense bar to energetically represent the accused puts an ever increasing burden and challenge on our victim witness advocates. Once again we are ever indebted to the enthusiasm and professionalism of that department, its Director, Catherine McNaughton, and the members of her staff. She and her group continuously press forward on behalf of victims and their rights to report crime and to testify in superior court. This insures the



quality of justice and ultimately the lives of those of whom she and her group so meaningfully touch. As has been stated before and will continue to be the case, the success of our cases in those areas is due in no small part to the personal sacrifices along with the professional commitment of Ms. McNaughton and her team. Our office and the victims of those types of crimes are indebted to the Victim/Witness Advocates for the work they do.

Since I began with the office in 1975, I have not seen as many sizeable drug cases come to us for prosecution as I have in 1996. It appears that the quantities of materials being trafficked in the community increases at an alarming rate. Because of this, we have seen for a second consecutive year a cooperative effort on the part of the federal government, the state government, the county government and the local police agencies to deal with the use of controlled substances.

Most remarkably in this response mechanism we have seen the second round of Operation Street Sweeper conducted in Manchester, NH, during the summer of 1996. As it did last year, the federal government, working through the United States Attorney's Office and in close conjunction with members of the New Hampshire State Police, Hillsborough Sheriff Walter Morse and his personnel, members of the Manchester Police Department and the Hillsborough County Attorney's Office have all been involved in a coordinated effort to remove from the streets of Manchester those who would traffick in illegal drugs. A measure of the recognition on the importance of this type of work was evidenced by a visit from President Clinton in the early part of 1996. The President toured the Beech Street area and the Neighborhood Substation on Beech Street. Following a discussion at the police substation with community leaders, which I was fortunate enough to attend, the President proceeded to St. Cecelia Hall at which time he addressed the community. President Clinton expressed the importance of the gains affected by the programs such as Operation Street Sweeper. Once again during the summer of 1996, the agencies that had so successfully been involved in the 1995 sweep, conducted a second sweep in the Manchester area. Scores of subjects were rounded up who were the focus of investigations that had lasted in many cases for an extended period of time. These defendants were immediately brought before the Court and were processed with speed and efficiency. Many of these defendants were earmarked for prosecution in the state courts, whereas last year's group went directly into the United States Federal Court in Concord. We see the ultimate prosecution of those defendants as representing a continued desire on the part of all segments of the law enforcement community to rid the streets of Manchester of those who traffic in controlled substances.

Once again, we are grateful for the resources made available to the United States Attorney's Office, the DEA, the INS, the FBI, the State Police, the Hillsborough County Sheriff's Department, the Manchester Police Department and the Hillsborough County Attorney's Office to effect and coordinate the cooperative efforts of this type. The efforts of Operation Street Sweeper have been meaningful and significant in assisting all of us to rid the streets of Manchester of those who would violate the Controlled Drug Act.

As an example of the measure of cooperation which exists between the United States Attorney's Office and the Hillsborough County Attorney's Office had agreed in advance that the prosecution of the majority of these cases would come through the state court. These cases particularly would be handled by our federally funded drug prosecutor, Attorney Andrew Ouellette. He is responsible for many of the drug prosecutions that come through the County and which have gone through the Superior Court. Attorney Ouellette's funding comes as a cooperative grant between the federal government, the State of New Hampshire and the Department of Justice. His funding represents a cooperative recognition on the part of the federal government and the State of New Hampshire to address the communities interest in bringing to an end the misery created by those who would traffic in drugs in the County. Our State and the County benefits from the successes which we achieve in the focusing on and the prosecution of those who would violate the Controlled Drug Act. We are able to succeed through the resources made available to us to retain Attorney Ouellette to prosecute those who are brought to our court in programs such as Operation Street Sweeper. The focus of Attorney Ouellette's energies justify the resources that are made available to us through the federal government and the Department of Justice. His skills allow us to effectively process those who are caught up in the Operation Street Sweeper Program. Our continued dialogue, cooperation and work with United State's Attorney Paul Gagnon and the members of his office in an effort to eliminate drug trafficking is a cooperative effort that President Clinton can consider to be one of his Crime Bill's great successes.

The Manchester District Court was officially dedicated and opened with a ceremony which brought together many of the moving parties that assisted the Court in its move to the new Amherst Street location. Chief Justice Brock of the Supreme Court spoke at the ceremony and congratulated all of those who were responsible for the vision and development that brought the court to the building that had previously housed the Union Leader Newspaper Corporation. Special recognition was given to Patrick Duffy, who at the time as Commissioner of Administrative Services, was responsible for the building becoming the show piece of the New Hampshire court system. Administrator of the District Court Chief Justice Edwin W. Kelly along with Presiding Justice William Lyons and Associate Justice Norman Champagne spoke of how important it was for those who were seeking justice to be able to come to such an impressive building in a pursuit of fairness. Also present at the gathering was recently retired Presiding Justice Armand Capistran of the Manchester District Court. All of the members of our office are pleased to note that the Manchester District Court is so conveniently located to our office so that our Domestic Violence Prosecutor, the members of the Manchester Police Department and ultimately the civilian witnesses who will testify in the prosecution of these cases in the District Court are but a short walking distance from our current location in the Hillsborough County Superior Court building on Chestnut Street.

I am again pleased to announce that the day to day operations of the County Attorney's Office in the courthouses in both Manchester and Nashua are moving smoothly and efficiently. I continue to appreciate the marvelous supervisory skills of Assistant County Attorney

Lucinda Sadler who does such an outstanding job in assisting me in the every day operation of our Nashua office while handling a full prosecutorial caseload. The justices assigned to the Nashua Courthouse, as well as the Clerk of the Hillsborough County Superior Court - Southern District, Marshall Buttrick, continue to indicate to me that they are pleased with the operation of our office and the work performed by our personnel there.

Our continued relationship with the police departments in the southern portion of Hillsborough County remains an excellent one. The work and commitment made by the law enforcement community in both the northern and southern districts of Hillsborough County make it possible for us to continue to provide the highest quality of protection and effective prosecution to the most populace county in the State of New Hampshire.

The processing of criminal matters by the clerks offices in both the northern and southern districts of Hillsborough County continues to illustrate the wisdom of those who originally decided that the County should have courthouses in the both locations. Our office is fortunate to benefit from the highly qualified court administration that is the keynote of both John Safford's office in the north and Marshall Buttrick's office in the southern district of Hillsborough County.

I consider myself to be extremely fortunate to have an excellent working relationship and rapport with New Hampshire Attorney General Jeffrey Howard. He and the members of his office have made every effort to assist us in matters of mutual interest. Assistant Attorney General Michael Ramsdell has been critical in assisting our office in developing continuing legal education programs that are of benefit not only to us but to all County Attorneys and their staffs throughout the State. These continuing legal education programs that are presented by the Attorney General's Office not only provide us with the most current legal advice on matters of critical significance to all of us, but are done so at virtually no expense to our office. Our office is the continuing beneficiary of the marvelous appellate work that the Attorney General's Office does on cases that are appealed from convictions from the Hillsborough County Superior Court. The work that the Attorney General's Office does in handling appellate matters before the Supreme Court on our criminal cases is of the highest caliber. The work they are currently doing on the matter regarding repressed memory will be one of the first in the nation to deal with this remarkably challenging area in the field of criminal law. We are optimistic that the court will agree with our position on the matter and allow the juries to hear and evaluate the psychological testimony that we wish to present to it.

As County Attorney, in reporting to you in the matter of civil representation of the County one name comes to mind; Carolyn Kirby. We are continually and gratefully indebted to Carolyn Kirby for the work she performs in representing the County in its civil matters.

Labor issues, including arbitration cases and unfair labor practice hearings continue to require the attention of legal counsel. Our office currently represents the County in cases pending before both the New Hampshire Supreme and Superior Courts.

The never ending and expanding responsibilities of Attorney Kirby continues to grow on an daily basis. The value of her representation of the County is underscored to an even greater extent in those instances where either the County or the Commissioners, as a result of a conflict of interest question, are required to retain the services of competent counsel.

The civil division continues to prove cost effective in providing legal services to County departments. The caseload has consistently increased over the past few years which represents a decreased reliance on counsel from insurance companies. In short, this translates to payment of fewer deductibles which saves the County money.

Attorney Kirby's responsibilities include but are not limited to labor issues, defense of inmate litigation, probate, contracts, land use and a wide variety of operational issues relating to County government. In addition to legal advice provided to County departments, she, upon request, advises the Board of Commissioners and Executive Committee on the Right to Know Law and specific areas of responsibilities. The value of the position is recognized by other counties who have attempted to create similar positions or undertaken more civil responsibilities within the office of their respective County Attorney.

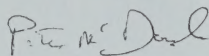
Our office continues to be responsible for the handling of extradition hearings, habeas corpus hearings, sentence reduction hearings and bail appeal hearings from other courts. We attend parole hearings at the New Hampshire State Prison to voice objections not only by our office but also by the victims of those sent to prison.

The invaluable assistance our office receives from student intern programs at St. Anselm College, Notre Dame College, Franklin Pierce Law School, Suffolk University Law School and the University of New Hampshire make it possible for our personnel to serve the ever expanding needs of a community that expects only the finest from this County Attorney's Office.

Our office could not operate on a day to day basis were it not for the continued support and assistance we have received from Commissioners Pappas, Lobacki and Marcoux, the members of the Finance Committee, the Executive Committee and the full Delegation. The invaluable resources made available to us by those bodies in their approval of our requests for resources show a community wide support for effective law enforcement here in Hillsborough County. We look forward to another exciting and challenging year in working with our court system here in the State of New Hampshire. We thank Delegation Coordinator Marsha Rusch, Business Manager Kathy Giacomponello, Sheriff Walter Morse and the members of his staff, Department of Corrections Superintendent James O'Mara and his Assistant Superintendent Michael Trojan, Administrator of the Hillsborough County Nursing Home Emily Mercier and the members of her staff, Hillsborough County Registrar of Deeds Judith MacDonald and her staff, Human Services Administrator Ellen Ann Robinson and her staff, Hillsborough County Register

of Probate Robert Rivard and his staff and County Extension Coordinator Margaret Hagen. We thank you all for your assistance and cooperation in having worked with us in 1996 and look forward to an exciting and successful 1997.

Respectfully submitted,

A handwritten signature in cursive script, appearing to read "Peter McDonough".

Peter McDonough  
Hillsborough County Attorney





