

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Present: Commissioners Jack Wozmak, Robert Englund, and Terry Clark
Staff: County Administrator Coates, Finance Director Trombly, HR Director May, Keene Facilities Director Hart, Grants Manager Bansley, and Assistant County Administrator Bouchard.
Guest(s):

At 8:30 AM, Commissioner Wozmak opened the meeting, and Administrator Coates conducted a roll-call with the Commissioners, Wozmak, Englund, and Clark, responding as "present."

Public Comments

Upon recognition from the Chair, a Public Comment on topics of interest may be made, not to exceed three (3) minutes in length. No comments were received.

Elected Officials & Department Head Updates

To receive, as informational, departmental updates requiring Commissioner review, participation, approval, and impactful departmental and operational issues.

May reported that an individual in the IT department is seeking a non-FLMA leave of absence for personal reasons. Commissioner Englund moved to approve the leave of absence following discussion, **and Commissioner Clark seconded the motion. Upon roll call vote, the motion passed unanimously.**

Commissioner Clark then spoke of updates for the Community Power Coalition of NH. He said consulting contracts had been signed with the two consultants working with CPCNH for the past few years. A discussion of creating an RFP to establish the CPCNH organizational, operational, and program structure was covered.

Scheduled Items

Harrison was then recognized to review Master Agenda Item #979: Semi-Annual Report of Maplewood Facilities

Action Expected: To receive as informational a report from the Director of Facilities at Maplewood on the operation of the department.

MNH Facilities report to the Commissioners
Covering Q4 FY21 – Q1 FY22

Accomplishments

Q4 2021

- ALF HVAC project meetings started up
- Facilities group attended fire extinguisher training
- ENE started the final phase-out of old Honeywell controls at WTP, WWTP, and the well house
- Countryside hired to monitor the Water Treatment plant fire alarm panel
- Found the source of a glycol leak in the heating loop – Froling replaced a pressure relief valve
- Old Generator and tank donated to the Westmoreland Fire department
- Well pump failed – Cushing replaced the 2008 pump, piping, and wiring

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

- Assisted with setting up the Keene apartment for nursing home staff
- Hamblet repaired a parking lot light under warranty and replaced a bent pole out front
- Moved 3rd-floor residents to 2nd and 4th floor – made adjustments to 3rd floor systems
- Tested panic alarms with Julie Kroupa – several failed – followed up with contractors

Q1 2022

- Hamblet in to perform our annual fire alarm testing
- Building water pressure issue resolved – new pump and VFD brought online and set up
- Elevator Rebuild project started with the kitchen car – jackshaft replaced, new hydraulic and control systems, door control, car interior, flooring, and floor buttons replaced
- Hot Water – replaced the existing hot water return pump with a larger one – continuing to investigate renovated side hot water problems
- 4th-floor or overhead kitchen doors repaired under warranty
- Biomass shut down for semiannual cleaning
- ALF front entrance project started – card reader installed and doors rebuilt
- Generator PM RFP sent out for all County generators
- Added new propane tanks for the six-bay garage – PPE storage project
- CSR sink project started
- ALF Life Safety inspection took place – passed

Concerns

- Impact on the residents of Assisted Living when the HVAC project starts up this fall
- Funding approval via Proshare to replace the red truck this year

Water Treatment Plant

Water Treatment Plant Q4 2021

Source	Period	Gallons
Connecticut River	Oct-21	330,300
Connecticut River	Nov-22	254,800
Connecticut River	Dec-22	173,800
Treatment plant finished water.	Oct-21	299,300
Treatment plant finished water.	Nov-22	234,400
Treatment plant finished water.	Dec-22	177,700
Well	Oct-21	28,800
Well	Nov-22	115,200
Well	Dec-22	144,000
Quarterly Volume to Tank		999,400

Water Treatment Plant - Q1 2022

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Source	Period	Gallons
Connecticut River	Jan-22	209,800
Connecticut River	Feb-22	175,700
Connecticut River	Mar-22	190,700
Treatment plant finished water.	Jan-22	207,600
Treatment plant finished water.	Feb-22	161,900
Treatment plant finished water.	Mar-22	180,000
Well	Jan-22	187,500
Well	Feb-22	219,800
Well	Mar-22	155,500
Quarterly Volume to Tank		1,112,300

Waste Water Treatment Plant

Waste Water Treatment Plant - Q4 2022

Discharge	Period	Gallons
Connecticut River	Oct-21	298,000
Connecticut River	Nov-22	249,000
Connecticut River	Dec-22	267,000
	Total	814,000

Waste Water Treatment Plant - Q1 2022

Discharge	Period	Gallons
Connecticut River	Jan-22	219,000
Connecticut River	Feb-22	280,000
Connecticut River	Mar-22	277,000
	Total	776,000

Budget

Account - Q4 2021	2021 Budget	Dec. Actual	YTD Actual	Budget Balance	Percent Remain
P/R Staff MNH	\$373,470	\$33,218	\$331,763	\$41,707	11.17%
P/R Overtime MNH	\$8,500	-\$263	\$3,236	\$5,264	61.92%
Outside Services MNH	\$129,589	\$9,976	\$84,883	\$44,706	34.50%
Supplies MNH	\$9,500	\$589	\$4,245	\$5,255	55.31%
Electricity MNH	\$250,000	\$15,627	\$204,605	\$45,395	18.16%
Gas/LPG MNH	\$63,000	\$3,584	\$31,583	\$31,417	49.87%
Fuel - Biomass MNH	\$104,400	\$20,643	\$92,418	\$11,982	11.48%
Auto Repair MNH	\$6,500	\$165	\$19,394	-\$12,894	-198.37%
Building Repair	\$35,000	\$3,648	\$28,486	\$6,514	18.61%

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

MNH					
Equipment Repair MNH	\$25,000	\$0	\$9,025	\$15,975	63.90%

Total MNH Facilities \$1,249,163 \$102,668 \$1,025,980 \$223,183 17.87%

Account - Q1 2022	2022 Budget	March Actual	YTD Actual	Budget Balance	Percent Remain
P/R Staff MNH	\$392,061	\$30,212	\$91,022	\$301,039	76.78%
P/R Overtime MNH	\$8,500	\$475	\$1,361	\$7,139	83.98%
Outside Services MNH	\$149,020	\$13,449	\$22,850	\$126,170	84.67%
Supplies MNH	\$9,500	\$863	\$3,094	\$6,406	67.44%
Electricity MNH	\$220,000	\$14,325	\$48,370	\$171,630	78.01%
Gas/LPG MNH	\$49,500	\$5,022	\$10,967	\$38,533	77.85%
Fuel - Biomass MNH	\$106,950	\$14,338	\$34,251	\$72,699	67.97%
Auto Repair MNH	\$6,500	\$1,199	\$1,609	\$4,891	75.25%
Building Repair MNH	\$35,000	\$4,072	\$8,720	\$26,280	75.09%
Equipment Repair MNH	\$25,000	\$1,885	\$3,845	\$21,155	84.62%
Total MNH Facilities	\$1,268,263	\$105,806	\$283,487	\$984,776	77.65%

Renewable Energy Credits (REC)

2021	Q1	Q2	Q3	Q4	Total
REC's	789	378	351	684	2202
Rate	\$24.25	\$24.50	\$24.50	\$24.50	
Amount	\$19,133.25	\$9,261.00	\$8,599.50	\$16,758.00	\$53,751.75
Minus 10%	\$1,913.33	\$926.10	\$859.95	\$1,675.80	\$5,375.18
Total Received	\$17,219.93	\$8,334.90	\$7,739.55	\$15,082.20	\$48,376.58

Looking Forward

DEW's completion of several projects here: RTU platforms, ALF entrance, paving and road work, facilities building facelift

Superintendent Iosue and HR Director May were recognized to discuss Master Agenda Item #980: Department of Corrections Staffing Review.

Action Expected: To receive as informational a report from the Superintendent and HR Director on staffing.

Iosue presented a synopsis of the number of personnel left since the beginning of the year. An hour-long discussion that covered a multitude of subjects pertaining to hiring, retention, compensation, including

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

benefits, and workforce began. As part of the conversation, Iosue presented the following information to the Commissioners for their review.

DOC Staff Turnover Analysis and Plan of Action

This year, and particularly since March 2022, the DOC has experienced a sharp increase in Correctional Officer resignations and turnover. It is essential to understand the reasons and address the possible underlying factors.

Correctional officer resignations (since January 1st; including stated reasons for leaving):

Staff Member #1

When: February

Tenure: approximately 5 years

Circumstances/reasons: Got his degree and moved to California. Although this was prior to my doing more formal exit interviews, I did happen to meet with him a couple of days before he left. He expressed no dissatisfaction or discontent with his position, his work, or policies here.

Staff Member #2

When: early March

Tenure: 6+ years

Circumstances/reasons: Had relocated to Massachusetts to live with a girlfriend a few months prior. Was offered a position as a supervisor of a security team in private industry at a \$20,000 pay increase. Note: 1st SGT Hale was in an administrative position (Asst to Federal Liaison/Community Corrections)

Staff Member #3

When: late February

Tenure: 2 days

Circumstances/reason(s): Left on day two of training. Stated she realized quickly that Corrections was not a good fit. I heard some 2nd hand information that she did not like having to dye her hair a natural color and would need to wear her nails shorter per DOC Dress Policy.

Staff Member #4

When: end of March.

Tenure: 10+ years

Circumstances/reason(s): This is not a resignation. Went on leave for 6 months. Opportunity to work for Teamsters.

Staff Member #5

When: February.

Tenure: almost 3 years

Circumstances/reasons: (Notes from my exit interview)

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

- I'm not leaving because I'm unhappy
- I'm taking another job in a jail in Mass, through the Sheriff's Dept, so there are more opportunities there
- I'll be making with my base pay what I make now with shift differential
- After 3 years, there aren't a lot of opportunities left for me here . . . especially on 3rd shift. Discussed the gap in advancement and pay increase that exists between COIII and next level supervisory or admin jobs

Staff Member #6

When: early April

Tenure: approximately 10 days

Circumstances/reasons: Father died unexpectedly. We granted bereavement. He felt unable to return upon completion of leave. I offered an extended unpaid period of leave. He was still not ready to return. I will be in contact.

x: Staff Member #7

When: early April

Tenure: 7 months

Circumstances/reasons: (Notes from my exit interview)

- I've enjoyed working here. My reasons for leaving have almost nothing to do with here. At Merrimack County (DOC), they 'used and abused me. . . I was the only female, so I did 12-14 changes out per day. The crew here on 3rd . . and 2nd is great.'"
- My new job will be 4 mins from my house and more pay.
- I don't think I want to be in Corrections. I plan to go to school for Cosmetology.
- "I don't agree with the side jobs for promotion"- it seems like to get promoted you have to already have taken on side jobs. There's no financial incentive for taking on side jobs"

Staff Member #8

When: mid-April- left without giving proper notice

Tenure: 1 month

Circumstances/reasons: His brother offered him a position in Concrete work (foundations). He will be making approximately 3 times the pay.

x:

When: last day is April 19th

Tenure: 7 months

Circumstances/reasons: (Notes from my exit interview)

- It's been a great place to work
- I'm leaving because of my father's health; to help him and begin to take over his carpentry business. I'll be making more money.
- It's been great to be a part of something bigger . . . and part of a great team.

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Staff Member #9

When: end of April

Tenure: 4 years

Circumstances/reasons: We've known for several months that he would be leaving as he announced that his family was planning to return to live in Florida, and he is going to live with them. He was the Assistant Supervisor on 2nd shift. He had interviewed for the primary (2nd Shift Commander) position 6 months ago and "lost out" to Cpt Hall. May have been influenced this?

Staff Member #10

When: end of April

Tenure: nearly 18 months

Circumstances/reasons: His degree is in psychology. He has wanted to find a job more related to his education. He is leaving for a position as a case manager doing home-based work. Will be making \$28-\$29 per hour.

Staff Member #11

When: middle of May

Tenure: 3.5 + years

Circumstances/reasons: Will be moving to Maine. Will be working for TSA at a Maine airport and will be living with his girlfriend and her family rent-free.

Summary (reasons for leaving, not unduplicated):

Financial/Pay: 7 of 12

Geography/relocating: 6 of 12

Other/death/family circumstances: 3 of 12

Bad fit: 1 of 12

Leave of absence: 1

Summary of Correctional Officer Hiring (Since January 1st)

We have hired 6 COs since January 1st

We had 4 interviews scheduled last week. Only 3 showed.

Background information and Context:

There are 44 "front-line" Correctional Officer positions budgeted

The most vacant at any time in my nearly 2 years has been 5 (for a brief time)

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Current total openings: 9 (includes staff that have submitted pending resignations)

Openings by shift:

1st shift: 1

2nd shift: 4

3rd shift: 4

Total: 9

Forecasted overtime:

Overtime projected for the *current schedule* (April 17th to May 14th): 32 open slots that will require OT.

Overtime projected by shift: (current schedule)

First- 0

Second- 22

Third- 10

Minimum total overtime shifts: 32*

Overtime projected needed for the next schedule (May 15th-June 11th): 39 open slots that will require OT.

Overtime for by shift: (for the next schedule)

First- 02

Second- 14

Third- 23.

Minimum total overtime shifts: 39*

*Overtime will likely be double this projection as this does not include overtime due to staff call-outs.

Comparison: Overtime last two months:

For the February 20-March 19th schedule: (with 4 open positions)

Total overtime shifts paid out: 27

15 were because of short staffing

12 open slots because of callouts

For the March 20-April 16th schedule: (With 6 open positions at the beginning of the month and ending with 8 open positions)

Total overtime shifts paid out: 30

05 were because of short staffing

25 open slots because of callouts

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Analysis, Plan of Action, and Recommendations:

Based on my direct communications with departing officers, reports from supervisors, and letters of resignation, I don't believe there is significant internal dissatisfaction or discontent with DOC operations, policies, work climate, or team culture. The primary factors are external (economic and geographic). This is consistent with economic and occupational trends in NH and nationally, with an unprecedented number of resignations, job movements, and unprecedented inflation. Despite our unprecedented compensation increases in the past year, we are having trouble staying competitive. I am extremely concerned about three primary impacts:

- 1) The negative impact on remaining staff in terms of workload, increase in overtime ("red ball" frequency), stress level, and morale
- 2) The impact on staffing, if it worsens, will jeopardize our ability to run a safe operation
- 3) The potential, due to impacts 1) and 2) to lose more staff

Plan of Action (short term)

- Open discussion and dialogue with supervisors and line officers to give voice to the obvious problem and its negative impact on remaining officers
- Encourage and brainstorm strategies and solutions, including "word of mouth" recruitment
- Encourage officers to voluntarily pick up overtime shifts
- Strongly encourage administrative staff and supervisors to pick up overtime voluntarily
- Monitor and seek frequent feedback about staff stress levels
- Be more proactive about communications with candidates and expediting the screening, interviewing, and hiring process

Recommendations (short term)

- Pay double time for voluntary overtime
- Pay overtime after 8 hours in a day
- For Admin/Salaried staff, pay a bonus or stipend for a certain number of overtime shifts
- Enhance and increase advertising and marketing for correctional officer positions
- Offer a hiring bonus

At the conclusion of the discussions, Iosue was authorized to implement a number of incentives to help the department meet immediate coverage needs and to help recruiting and retention going forward.

The Commissioners thanked Iosue for his report and it was discussed that more meetings with the senior staff would take place to examine results and to offer other suggestions to help find solutions.

County Administrator

Weekly Operations Report - The County Administrator will update the Commissioners on activities that have taken place since the previous meeting.

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Coates said that he was at a meeting with Senator Shaheen, Keene State President Treadwell, and local education and business leaders to identify and develop childcare resources for the County workforce. Following the meeting, Coates and Senator Shaheen toured the revamped Colonial Theatre.

Coates then said a meeting with Senator Hassen and local school personnel, including SAU 29, 93 and Franklin Pierce and Keene State Colleges, were held to discuss and plan for developing solutions for teacher development programs to combat workforce shortages.

Commissioners Wozmak suggested a meeting with the State Nursing Board would be appropriate to start doing something different with healthcare education to help address the chronic healthcare workforce shortages that are long overdue.

Coates said that a grant request was submitted to the Northern Borders Commission to assist the funding the dispatch radio project.

He also informed the Commissioners funding request to establish the previously discussed regional agriculture education center at the Red Barn building in Westmoreland has been sent to Senator Shaheen for consideration.

Coates then said that he, City Manager Dragon, and Walpole Selectperson Pschirrer would present at the Leadership Monadnock training session on Thursday at the Historical Society.

Old Business: None

New Business: None

Consent Agenda Items:

Vote to accept the Weekly Manifests and Minutes of April 13, 2022. **Commissioner Englund moved to accept the manifests and approve the minutes of April 13th and was seconded by Commissioner Clark. Upon roll call vote, the motion passed unanimously.**

Calendar

Action Expected: To accept the calendar as informational and make necessary changes/additions. No changes were noted.

Nonpublic Sessions

None

General Discussion for Commissioners

None

MINUTES
Cheshire County Commissioners Meeting
Wednesday, April 20, 2022
County Hall Building
12 Court Street, Keene, NH 03341

Conference Call Information
Phone Call-in Number: +1 646 558 8656
Meeting ID: 409 748 8803
Pin #: 6031233

Adjournment

At 10:33 AM, Commissioner Englund moved to adjourn the meeting and was seconded by Commissioner Clark. Upon roll call vote, the motion passed unanimously.

Recorded and edited by:
R. Bouchard
Assistant County Administrator

Reviewed and submitted by:
Terry Clark
Clerk, Board of Commissioners