



*Working together is
success.*

— Henry Ford

GOAL SETTING

Sullivan County Goal Setting / Facilitation

December 1, 2014

Primex³
NH Public Risk Management Exchange

Center for
Public Sector
Advancement

Promoting Excellence in the Public Sector

Purpose and Intended Result of the Session

The purpose of this goal-setting session was to review 2014 goals and the progress of each in addition to establishing short-term and long-term goals for 2015 as part of the Commissioners' ongoing action plan.

Participants

Jeffrey Barrette, Chair, Sullivan County Commissioners

Bennie Nelson, Vice Chair, Sullivan County Commissioners

Absent: Ethel Jarvis, Clerk, Sullivan County Commissioners

Jessie Levine, County Manager

The exercise was facilitated by:

Carl Weber, Director of Member Services

Sally Tanner, Member Services Consultant

Ground Rules for the Session

The Commissioners and County Manager agreed to the same ground rules as initially established at the February 3, 2014 goal setting session:

- Lunch on time
- Do not talk all at once
- Be positive
- Be specific when possible

Vision for Sullivan County

The Commissioners' reviewed the vision as established in the 2014 Goal Setting session and it was agreed the vision was still consistent. It was agreed to add **residents** to balancing taxpayer, residents and employee needs:

Sullivan County continues to maintain the **core functions** of the County, fill service gaps, and supply services regionally when possible with strong financial position and **stable tax rates**.

To be **recognized, relevant, and useful**, with a strong role to play in the economic health of the region.

To be a **responsible leader in the region**, and to have a **strong workforce**.

To **influence the region** by leading by example in a cost effective way by:

- **Balancing taxpayer, residents, and employee needs**; and
- Making decisions, creating policies, and building programs that have a **demonstrated positive impact** for the communities and citizens in Sullivan County.

Reviewed Progress on 2014 Goals

During the February 2014 Goal-Setting Session, the Commissioners and County Manager established key objectives and timeframes for goals identified. Part of this session was to review the 2014 key goals and to determine if completed or ongoing.

Goal #1: *Continue to have effective and functional departments with a stable tax growth*

Objectives

- a. Maximize revenue by increasing private pay and Medicare patients at Nursing Home

To have 10% increase in FY 2015 vs. FY 2014

Result: Achieved goal although not sure why – no clear reason. Will be part of feasibility study to be concluded in FY 2015.

- b. Negotiate and finalize union contract for the Nursing Home

Result: Completed November 1, 2014

- c. Facilities planning and CIP

Result: On going. More outside help may be needed

- d. Assessment of IT functions including use and future planning

Results: Recommendations have been made for 2015. County contracted with local firm in May 2014. Currently under budget.

- e. Assessment of all grant funded programs
Results: DOJ completed. DHHS more input needed from Commissioners
- f. Procure thermal recovery credits for bio-mass plant
Results: Process has been completed. Outside consultant was utilized
- g. Improve internal communication and internal functions of Human Resources(HR)
Result: Director of HR position has been posted
- h. Close out biomass project and event
Result: Event was held
- i. Health insurance analysis RFP and future planning*
Result: Completed
**this objective was also tied to 1b*
- j. Staffing needs at DOC to meet the needs of turnover rates, vacancies, budget, and current/future requirements
Result: New DOC Superintendent to be hired

Goal #2: Examine the County's role as a regional employer and economic driver

Objectives

- a. Census, employee benefits, regional economic driver and economic impact overall
Result: Not completed yet will be part of the new HR Director's responsibilities
- b. To visit each community(Boards/Council) to discuss issues, and why/what we do
Result: All communities have been visited except for two: Claremont and Unity
- c. Continue to be visible with community organizations (Rotary, Revite, Chamber and other groups)
Result: On going
- d. Continue expansion of community services to include quantify history, availability and success
Result: On going projects
- e. Increased cable access presence at Nursing Home and Budget Hearings and special meetings(non-regular business)
Result: Completed at Nursing Home. Cable renewal contract completed and cost of wiring and taping meetings exploration has been completed
- f. Written column
Result: Not established yet

Goal #3: Demonstrate success and leadership by facilitating our public health region. Develop a public health advisory committee

Objectives

- a. Conversations with external resources(DHHS, public health regions and schools)

Result: on going

- b. Develop goal, program assessments, staffing, etc. before kick off

Result: on going

2015 Goals

The Commissioners and County Manager set goals for 2015. Some of the goals were carried over from current while others were new. Timeframe and responsibility was assigned as needed.

1. Business Feasibility Study. RFP to be issued by December 15, 2014. April 2015 check in for budget implications. Review what is working and what is not.
2. Facility Planning and CIP. Complete capital improvements plan for all County facilities, including parking and utilities but not including county lands.
 - **Responsibility:** County Manager and Facility Director
 - Due Date:** February 1, 2015
3. Fund Balance Policy
 - **Responsibility:** Commissioners and County Manager
 - Due Date:** April 1, 2015
4. Assessment of grant funded programs: Evaluate effectiveness and sustainability of County's role in public health region
 - a. \$25,000 Consultant RFP
 - b. Develop Public Health Advisory Committee – include all stakeholders in region: schools, hospitals, public safety
 - Due Date:** June 30, 2015
 - c. Set up meeting with DHHS leadership (Neil Twitchell, Administrator and Jose Montero, MD, Director of Public Health Services). **Purpose:** DHHS to articulate to their vision to the County and to measure success
 - Due Date:** January/February 2015
 - d. Possible staff reorganization
 - e. Seek staff report on performance measurement and comparative data from other regions
 - Due Date:** March 2015 or 30 days after meeting with State

f. Decide on Drug Free Coalition Grant – necessity for re-application to Commissioners by December 15, 2014

g. Develop sustainability plan from PHN staff, identify who/what can take this on.

Responsibility: Commissioners, County Manager

Due Date: December 2015

h. Identify who else is running, the structure etc. of the other 12 regions.

Responsibility: Commissioners

Due Date: June 2015

5. Department of Corrections needs and staffing

a. Hire Superintendent

Due Date: April 2015

b. Continue to evaluate appropriate staffing levels for inmate census and budget considerations

Responsibility: County Manager, DOC Superintendent

c. Examine opportunities for expanded inmate community services

Responsibility: DOC Superintendent

d. Examine opportunities for cost recovery by housing inmates from other counties

Responsibility: DOC Superintendent

6. Human Resources: Hire HR Director

a. Consistent performance evaluation review system: County Manager, January 2015; Department Heads, January 2015; non-union employees, June 2015

b. Wage Benefit Study. Consultant will provide study for FY 2016.

c. Update and revise personnel policy manual

d. Improve internal communication with employees

7. Develop overall inventory and natural resources plan of County property

a. Continue to expand public access to County lands

b. Update all leases for use of County land

c. Develop county-wide trash/recycle program to reduce costs and waste

d. Improve use of County agricultural programs for on-campus purposes

Due Date: Quarterly updates beginning February 2015

8. Review needs for Finance Operations: Nursing Home, payroll, County, Dept. of Corrections. Review structure and processes and identify areas of reorganization for service improvement

Due Date: Consultant report due by January 2015

Suggestions for Follow-Up

This session concluded with the suggestion that the Commissioners and County Manager continue to have regular goal check-ins added to the organizational calendar to review the new goals and remaining goals and keep in check with the timeframe for each.

Concluding Thoughts

Primex³ appreciates the opportunity to partner with Sullivan County and its Commissioners and County Manager in this second goal setting session. We hope this process continues throughout the year and helps provide the focus to achieve the Vision as expressed and the goals as identified.

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