

Sullivan County NH

Type of meeting: Board of Commissioners Business Meeting Minutes
Date/Time: Tuesday, February 01, 2011;
Place: Remington Woodhull County Complex, 14 Main Street, Newport NH 03773; 1st Floor Commissioners Conference Room

Attendees: Commissioners Bennie Nelson – *Chair*, Jeffrey Barrette – *Vice Chair* and John M. Callum Jr. – *Clerk*; Greg Chanis – *County Administrator*; Jessica McAuliff – *Public Health Coordinator*; Kristen Wood – *Public Health Coordinator Assistant*; Mark Hathaway – *County Attorney (entered meeting later)*; and Sharon Callum – *Minute Taker/Commissioners Office Administrative Assistant*.

Public Attendees: Archie Mountain – *Argus Champion Editor/Eagle Times Staff Reporter*.

3:00AM The Chair, Bennie Nelson, opened the meeting and led all in the *Pledge of Allegiance*.

Agenda Item No. 1. Public Health Coordinator Report

Jessica McAuliff introduced herself and the new Program Assistant, Kristen Wood. Ms. Wood will be working with the Point Of Dispensing plans for the Medical Reserve Corps.

McAuliff provided a Power Point presentation [Appendix A] of the public health program and distributed the Pulse of the Region newsletter [Appendix B] – this newsletter is currently published bi-monthly that will be going to quarterly. McAuliff noted it's the State's five year vision to expand regions and include five staff positions: a Director, two epidemiologists, a public health nurse, and administration assistant – funding for the positions is still unclear.

3:28 McAuliff and Wood left the room.

Agenda Item No. 2. County Administrator's Report

Agenda Item No. 2.a. Barn Lease

Mr. Chanis distributed copies of the County's Property Tax Final Bill on Map Lot 6-C4-326 along with a map illustrating the location [Appendix C.1.-2.]. He noted a draft lease was e-mailed to the Bartley's who live across from the property, and the family that proposed the lease of the barn. He noted a public notice will be published regarding the lease and they will bring the

issue before the Delegation to attain their approval. J. Callum Jr. thought he'd seen laws pertaining to municipalities and mandates on fees they could collect on leases: can't make a profit, must break even, and just pay actual costs. Chanis noted there is nothing in RSA he's seen to limit their ability on fees; he quoted from RSA 674:54 Governmental Land Uses, under Title LXIV Planning and Zoning. Nelson suggested leasing the barn and surrounding acreage for \$625. Chanis provided historical view of the property ownership and livestock use. Barrette concurred on amount.

3:37 Mark Hathaway entered the room.

Hathaway expressed his opinion on land use: as long as it's permissible land use under Unity's regulations, it should be acceptable. Nelson concurred on whoever leases property should do and provide cost for maintenance, but wants to ensure any radical changes to building be brought before the Board. Chanis will return to the Board with the final lease document, after the public hearing.

Agenda Item No. 2.b. CDFA CDBG Regional Development Capacity Grant
Discussion - Continued

Mr. Chanis noted this issue was discussed at the previous meeting, and reviewed it for Commissioner Barrette, who was unable to make the last meeting:

- County has ability to apply for a \$ 250,000 CDBG Capacity grant for the ten state regional development organizations, as fiscal agent
- Each year, the County is eligible for two \$500,000 CDBG allotments: 1) economic development and 2) housing. If grant supports low interest loans for commercial projects, money gets paid back into a revolving loan fund
- With this proposal the County would lose out on \$220,000 worth of economic funding from the \$500,000 yearly allotment
- The \$220,000 would come from the CDFA to the County, the County would pay the funds out to Alliance, who, in turn, pays \$20,000 to each of the ten development organizations for overhead/administration. Alliance would be responsible for submitting the application, writing the notices for the public hearing

Chanis briefly discussed other funding sources, \$600,000, available for businesses in the region, through the CRDC, plus, additional funding would be freed up at CRDC when the CDBG is paid in full for the Wainshall project.

With approval from Board, Chanis will advise Elizabeth Sweeney of the CRDC the County is in favor of the proposal, and will have her schedule the hearings.

Agenda Item No. 2.c. State County Finance Update

Mr. Chanis briefed the Board on the January 26th State County finance committee meeting and discussions regarding Human Services costs and CAP - not a lot of new information, they will provide an eight month Medicaid forecast to illustrate how county's CAP portion will change, Sullivan's CAP liability is 4.3%, they won't know final numbers until after July 1st; several new Commissioners attended the meeting, as well as the head of NH State House Finance Committee; Rep. Spec Bowers, was one of the Delegates to file the bill to maintain the CAP.

Agenda Item No. 3. Commissioners' Report

Agenda Item No. 3.a. Fund 10.861 Grant Policy Procedure and Application Review

The Board reviewed [Appendix D.1-13]:

- Sullivan County Board of Commissioners Grant Application Policy & Procedure, effective 2/7/07
- Grant Application Process
- Grant Application
- Sample ads

Ad will be placed in papers and on local access cable stations around 2/8/11, allowing applicants a month to complete the applications. Chanis briefed the new Commissioner on the previous Conventions task of reviewing the County grant policy and process, which has not been pursued by members of the new Convention. Chanis distributed a copy of 10.861 Fund/Dept budget from FY 11 [Appendix E.1-2.].

Comm. Nelson: briefed the Board on the UNH Cooperative Extension Council meeting he recently attended; he noted, with 4-H Educator's, Nancy Berry, retirement, they had discussed funds available for part time replacement, possibly using work study students; County contributes \$10,200 the position.

Agenda Item No. 3.b. Union Negotiation Panel Discussion Regarding Panel Members

Comm. Callum Jr. questioned why there was no Commissioner representation on the Union Negotiation Panel, to represent the voting tax payer, and questioned what the history was regarding panel make up; he feels a Board member should sit on the panel. Panel currently is County Attorney and County Administrator. A document titled "Labor Relations" [Appendix F.1-3] was distributed. Mr. Chanis noted, since he had been with the County, no Commissioners sat on the panel. Comm. Barrette disagree with Comm. Callum Jr.'s statement, noting the County Administrator was appointed to the panel to represent the Board; he noted there are no statutes mandating who sits on the panel; County Attorney - an elected official - is working for the good of people; feels they've created a great document and it would be a "slippery slope" if Commissioners participated. Comm. Nelson noted he'd

only seen a Commissioner on the panel when the Aherns worked for the County. Attorney Hathaway concurred, noting he was brought into negotiation discussions at that time to attend to various issues. Nelson discussed various protocols previously used. Attorney Hathaway recommended, unless it's none strategy information they discussed, that they conduct further discussions in Executive Session. Barrette noted, as policy makers, the Board has a role to guide - with broad strokes, what they want to see, and doing so through those they appoint. Hathaway concurred, noting Commissioners are in control of negotiations through their appointed agents; while he's an elected official and represents their interest, his hats change: he can give advice, council or negotiate - the Board decides. Barrette added, if they returned from negotiations with an agreement the Board did not approve of, they've all messed up in communications along the way.

Agenda Item No. 4. Public Participation

There was no public participation.

4:11 Mr. Hathaway left the room.

Non Agenda Item Sullivan County Health Care: Air Conditioning Request For Proposal (RFP) Project

Mr. Chanis noted the RFP - which is being finalized this week - would be issued around February 10th, with a tentative bid due date of mid-March; they will provide more definite cost projections to the Executive Finance Committee soon.

Non Agenda Item Unity County Complex: Sugar Bush Logging Update

Mr. Chanis noted they have a draft contract and anticipate the project being completed this winter.

Non Agenda Item County Property: Marshall Pond Logging Project Update

Mr. Chanis received an update from County Forester, Chuck Hersey, indicating the Marshall Pond timbering project should wrap up soon - they've had perfect weather conditions for logging.

Agenda Item No. 5. Meeting Minutes Review

Agenda Item No. 5.a. January 5, 2011 9AM Public Meeting Minutes

4:13 Motion: to approve the 1/5/11 9 am meeting minutes. Made by: Barrette. Seconded by: Callum Jr. Voice vote: All in favor.

Agenda Item No. 5.b. January 5, 2011 9AM Public Meeting Minutes

4:14 Motion: to approve and seal, until issue resolved, the 1/5/11 9:43 a.m. Executive Session meeting minutes. Made by: Barrette. Seconded by Callum Jr. Voice vote: All in favor.

Agenda Item No. 5.c. January 20, 2011 Public Meeting Minutes

4:15 Motion: to accept the minutes of 1/20/11 as written. Made by: Nelson. Seconded by: Callum Jr. Voice vote: Nelson/Callum Jr. in favor. Barrette abstained, as he was not in attendance at the meeting.

Agenda Item No. 5.d. January 20, 2011 4:23 Exec. Sess. Minutes

4:17 Motion: to approve and release. Made by: Barrette. Seconded by: Callum Jr. Voice vote: All in favor.

Non Agenda Item Natural Gas Initiative

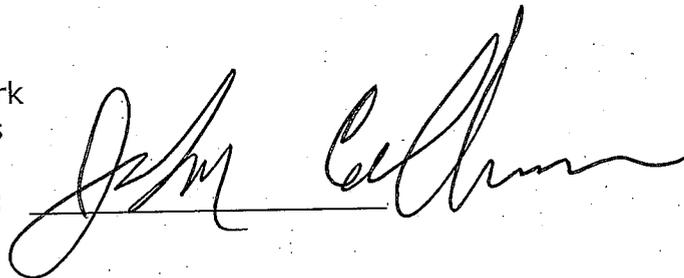
Comm. Callum Jr. noted he was unsure what platform to broach this subject in - just asking for input, but feels there should be new efforts to bring natural gas into the area; he discussed where lines come in from Canada into VT and NH. The group suggested he speak to State legislative representatives. Ms. Callum noted there was a NH State Public Utilities webpage that held data regarding the issue: maps of the lines, usage, etc. and would forward on the link to Mr. Callum [the following is the link: <http://www.puc.nh.gov/Gas-Steam/naturalgasinnh.htm>]

4:30 Motion: to adjourn. Made by: Barrette. Seconded: Nelson. Voice vote: All in favor.

Respectfully submitted,

John M. Callum, Jr., Clerk
Board of Commissioners

Date minutes approved:



02/15/11



Tuesday February 1st, 2011
Sullivan County NH, Board of Commissioners
Business Meeting - AGENDA - Revised

Location: Newport Remington Woodhull County Complex
14 Main Street, Newport NH 03773

- | | | |
|-------------------|----|--|
| 3:00 PM – 3:30 PM | 1. | Public Health Coordinator's Report |
| 3:30 PM – 3:50 PM | 2. | County Administrator's Report |
| | a. | Barn Lease Update |
| | b. | CDFA CDBG Regional Development Capacity Grant Discussion – Continued |
| | c. | State County Finance Update |
| 3:50 PM – 4:10 PM | 3. | Commissioners' Report |
| | a. | Fund 10.861 Grant Policy Procedure and Application Review |
| | b. | Union Negotiation Panel Discussion Regarding Panel Members |
| 4:10 PM – 4:25 PM | 4. | Public Participation |
| 4:25 PM – 4:30 PM | 5. | Meeting Minutes Review |
| | a. | January 5, 2010 Public Meeting Minutes |
| | b. | January 5, 2010 Executive Session Meeting Minutes |
| | c. | January 18 th , 2010 Public Meeting Minutes |
| 4:30 PM | 6. | Adjourn meeting |

Upcoming Events / Meetings:

- **Feb. 2nd Wed. Sullivan County Délegation Meeting**
 - **Time:** Immediately Following the House Legislative Session
 - **Place:** Concord, LOB Room 209
- **Feb. 4th Fri. FY 12 County Department Budgets Due**
- **Feb. 15th Tue. Next Board of Commissioners Meeting**
 - **Time:** 3 PM
 - **Place:** Unity, Sullivan County Health Care, 1st Floor Frank Smith Living Room, 5 Nursing Home Drive

The times reflected on this agenda, other than the start time, are estimates. Actual time will depend on level of interest and participation.

Greater Sullivan County Public Health Region

Working together with 15 municipalities
and our County Commissioners
to improve public health preparedness

Public health and preparedness work in this Region is made possible by the
New Hampshire Department of Health and Human Services, Division of Public
Health Services, with funding provided by the Centers for Disease Control
and Prevention (CDC) and support of Sullivan County, New Hampshire.

What is PUBLIC HEALTH ?

- Education about wellness, disease outbreaks, health preparedness, sanitation, and safety
- Identification of health hazards
- Preparing for response to health outbreaks
- Enforcement of sanitation and food safety laws
- Find innovative new solutions to health & wellness issues in our community

Public Health helps YOU to make
HEALTHY CHOICES every day !

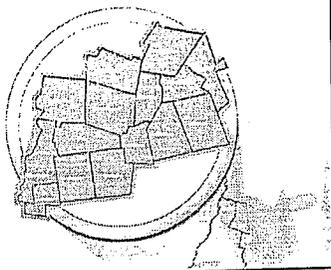
The Big Picture : 15 Public Health Regions

- 15 regions
 - Receiving funding for:
 - Pandemic flu preparedness
 - All Health Hazards Preparedness
 - Take direction from:
 - Dept of Health and Human Services
 - Homeland Security and Emergency Management



Greater Sullivan County Region

- Municipalities, schools and public health partners working to improve the health and safety of the region.
- Cooperative work leads to better preparedness and response.



Regional Coordination Committee: Working hard for Preparedness in our community:

- Planning efforts are lead by the Regional Coordinating Committee (RCC) – meets monthly on 3rd Thursday.
- Next Meeting: Thursday February 17th 9 – 11 am, at 14 Main Street, Newport NH, courthouse building.
- RCC made up of a wide variety of town and community agencies including selectmen, health officers, EMDs, school administrators, nurses, faith leaders, Visiting Nurses, Hospital representatives, EMS, police, fire chiefs, etc.

Building Relationships and sharing public information with the community

- The Public Health Region is here to provide public information to residents of the towns and school districts about preparedness, outbreaks and current health news.

A History of Commitment

- In 2008, our Regional Coordination committee and Medical Reserve Corps volunteers, donated over **540 hours** of their time to the Public Health Region.
- In 2009, during H1N1, between just the two months of November and December alone volunteers put in over **720 hours** of work over **29 H1N1** vaccination clinics!
- In total, November 2009 through March 2010, volunteers put in **over 940 hours** serving our community related to H1N1 vaccination and education.

Highlights: What We've Accomplished

- H1N1 !!
- Identified locations for "Points of Dispensing" for vaccination and meds
- New Communications Plan
- Medical Supplies for Alternate Care Sites
- Expanded Hospital contract for supply rotation
- MRC Volunteers attended State EMS Conference
- GETS Emergency Telecommunications access cards
- Organized regional dialogues with DHHS Commissioner Nick Toumpas.

Highlights: What We've Accomplished - 2

- New Public Health Region LOGO & letterhead!
- Updated our brochure
- MRC is on TWITTER! www.twitter.com/GSCMRC
- Pulse of the Region newsletters
- Healthy Counties Month! Walking campaign, etc
- MRC Training Conferences and MRC Sustainability Plan
- Partnership with Healthy Homes Committee – Sent EPA notices to contractors, developed new logo

Highlights: What We've Accomplished - 3

- Public Health Plan changes completed – new and easier to reference format for 2010
- Trailer restock project- space bags & shelving
- National Preparedness Month activities – Community Seminars were well attended
- Explored health literacy campaign "Ask Me 3"
- Suitcase radio systems on the way
- Jessica spoke at Colby Sawyer College Health Studies course – ice storm and After Action reporting
- MRC Orientations and new MRC badging

The Regional Public Health- EMERGENCY RESPONSE PLAN

- Public Health Plan is based on Federal and State protocol.
 - Provides information on community resources & how to activate state/federal resources
 - Establishes Neighborhood Emergency Help Centers, Alternate Care Sites and PODs
- Plan identifies procedures for information sharing and for medication distribution

Ongoing Visions for our Region

- Preparing communities for health emergencies
- Conduct Regional Exercises and Drills
- Public Health training and Health Officer support
- Helping school districts distribute proactive health information
- Web site resource for public health information – can be utilized by the school districts and towns
- www.sullivancountynh.gov/publichealth
- Attending local events and fairs
- Helping our communities to stay
PREPARED and HEALTHY !

Medical Reserve Corps

- The Public Health Region has a Medical Reserve Corps. We are Unit # 1558 – Federally recognized under the U.S. Office of the Surgeon General
- MISSION: Engaging volunteers to strengthen public health, emergency response and stimulate community resiliency
- VISION: to enhance the regional medical and emergency response capability.
- MRC web site: www.sullivancountynh.gov/mrc

CONTACT INFORMATION

Jessica R. McAuliff, MPH
 Regional Coordinator
 (603) 398-2222
phn@sullivancountynh.gov

Kristin Wood, BS
 Program Assistant
 (603) 542-9511 x 326
kwood@sullivancountynh.gov

Regional Public Health WEBSITE:
www.sullivancountynh.gov/publichealth

THANK YOU !

- Questions and comments.
- How can you stay involved?
 Next Regional meeting date and time: third Thursday
 February 17th, 9:00 – 11:00 am, 14 Main St. Newport.
 Check website for meeting schedule.
- www.sullivancountynh.gov/publichealth
- Thanks again, and we look forward to working with you!

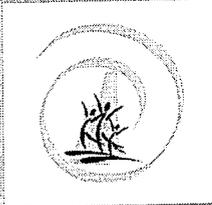
GREATER SULLIVAN COUNTY
PUBLIC HEALTH REGION
&
MEDICAL RESERVE CORPS

PULSE of the Region

VOLUME 2 ISSUE 1

11/23/2010

PULSE is a publication of the Greater Sullivan County Public Health Region, serving 15 municipalities in Merrimack and Sullivan counties. View us on the web at www.sullivancountynh.gov/publichealth



HIGHLIGHTS:

WHAT YOU DO MATTERS

- Caroline Newkirk shares her experience at MRC Federal Deployment Training.

REGION I & II SUMMIT WAS A SUCCESS

- Article page 3.

MARK YOUR CALENDAR

- CPR Trainings Dec 3 and 17th
- January Kick-Off and Recognition Dinner will be Thursday January 20th at 5:00 pm. Location TBA.

Reflections from Federal Deployment Training

Sullivan County: Medical Reserve Corps member Caroline Newkirk was selected to attend the Federal Deployment Training in Washington D.C. this August. The training was developed and delivered by the U.S. Office of the Surgeon General, Office of the Civilian Volunteer Medical Reserve Corps and the Centers for Disease Control and Prevention (CDC) / Office of Terrorism Preparedness and Response. It is quite an honor to be selected, as Caroline was one of very few in the United States who got to go. Caroline brings to the MRC a rich background in nursing and emergency management. Below she writes about her experience:

Article by Caroline Newkirk

I was proud to have been selected to participate in the Federal Deployment Training. The training provided a teamwork-oriented, all-hazards approach, to prepare us for the broadest possible

range of contingencies in the event of deployment outside of our local MRC jurisdiction to a large scale disaster.

There were 29 MRC students from all over the US, including 2 from Hawaii! Along with presentations, the days were enriched with first hand accounts and lessons learned from people who had roles in disasters all over the world. The week began with informative discussions on the realities of deployment, including living conditions, mental health issues, and even exactly how to pack our bags. We learned the structure of the government agencies and the chain of command. Procedures related to how a federal deployment fits in with local and state resources, as well as other responding agencies were discussed.

After deployment rotations were explained, we visited the Hubert Humphrey Building, home of the U.S. Dept. of Health and Human

“What you do matters.”

Services. There we had the privilege of meeting and talking with RADM David Rutstein, MD, MPH, acting Deputy Surgeon General. He stressed the individual importance of the MRC at the local, state and federal levels for the overall preparedness and resiliency of our nation. What you do matters, whether it be working at a community flu clinic or responding to a mass casualty terrorism event. It was here that we learned about the operations of Federal Medical Stations and the structure of a federal response to a disaster. A highlight was a tour of the Security Operations Center. Security being tight at this location is an understatement! Emergency Service Function 8 [ESF-8] and various deployment scenarios were discussed. (cont. page 2)

CPR and First Aid Trainings Scheduled

Article by Jessica McAuliff

The region is fortunate to have a Federally recognized Medical Reserve Corps group who are trained and ready to respond. Keeping up with our credentials is an important part of our MRC membership. Two opportunities for CPR certification have been scheduled for our members, and

they are FREE of charge. The Director would like to thank the folks at New London Hospital for their partnership in offering the materials and space for the classes. The location is New London Hospital Weber Room, back parking lot at Door #12. Both courses will provide American Red Cross certifications:

1. Fri. Dec 3. 4:30—8:30 pm

Adult & Child CPR/AED

2. Fri. Dec 17. 10am—4:30 pm

First Aid, and Adult & Child CPR/AED

To RSVP, call

Jessica at 398-2222 or email mrc@sullivancountynh.gov

(from page 1) Federal Deployment Training

“...It was difficult to say goodbye. In that brief week, we had bonded as a team. ...I highly recommend this experience to anyone who is seriously committed and able to deploy outside of our area.”

Continued from page 1..

The remainder of the week was a course in the Principles of Public Health Emergency Management, developed and presented by the CDC. Mark Keim, MD is the Senior Science Advisor for the Office of the Director for the CDC. He started out with a detailed, science-oriented pre-test on natural, technological and hybrid disasters and mass casualty incident response. The days and evenings were spent together with our classmates—in the classroom, our meals, and even a movie related to the course. It was great to be absorbed in this experience with like minded folks.

After two days learning about tornadoes, floods, volcanoes, earthquakes, hurricanes and tsunamis, the training became more hands-on, as we experienced scenarios of technological disasters, hazmat hazards, pre-hospital management of contaminated patients, personal protective equipment and learned principles of toxicology.

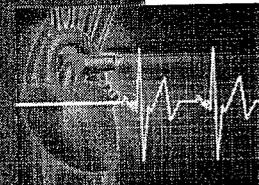
The course included a final written examination! This was followed by preparation for a mass casualty simulated experience on the National Mall. The simulated plane crash provided many valuable hands-on lessons, and it was exciting to be right there in the middle of it all. Of course, scenarios

were injected to train us to quickly adapt to unforeseen situations, as happens in actual events.

After the final “hot wash”/debriefing, it was difficult to say goodbye. In that brief week, we had bonded as a team. We also met many people, with vast knowledge and experience, who are willing to serve as resources in the future. I highly recommend this experience to anyone who is seriously committed and able to deploy outside of our area. It all starts with ready-trained, willing and able local MRC Volunteers as valuable assets to our community, and beyond. - Caroline Newkirk, RN,, MRC Member Unit # 1558.

SEEKING YOUR CONTRIBUTIONS

Don't forget to check the website for CALENDAR of upcoming events and meetings!



www.sullivancountynh.gov/publichealth

Your Contributions, Please

We need your public health news!

What's going on in your municipality? Submit your contribution to our new newsletter, “PULSE of The Region”!

We can't keep this up without your input.

Feedback, Feedback!

How do you like the newsletter? Please let us know.

phn@sullivancountynh.gov

Corrections?

If an error appears we will gladly make a correction.

phn@sullivancountynh.gov

Jessica R. McAuliff

(603) 398-2222
phn@sullivancountynh.gov

Check out the MRC on

TWITTER!
www.twitter.com/GSCMRC

MARK YOUR CALENDARS!

ANNUAL KICK OFF & RECOGNITION DINNER

Thursday January 20th 5:00 pm. (details forthcoming)

American Red Cross Adult and Child CPR/AED Fri Dec 3. 4:30—8:30 pm

American Red Cross First Aid, and Adult & Child CPR/AED Fri Dec 17 10 am—4:30 pm

CPR programs held at New London Hospital, WEBER Room, (enter door #12.)

MRC Region I and II Summit Teaches Resiliency

Article by Jessica McAuliff

The MRC held it's Region I and II Summit November 15 through 17, 2010 at the Gideon Putnam Hotel and Conference Center in Saratoga Springs, New York. The Summit Theme this year was RECOVERY. Assistant Surgeon General RADM Michael Milner, of US DHHS/ OPHS was among the openers of the conference. He stated that they purpose of the two-day Summit is to empower all of us, to discover what our communities really need and to enhance recovery plans so we become more resilient. He pointed out the importance of recovery.

"Who takes down the sandbags," he stated, is the question we should ask not during, but before we begin any response effort. He went on to explain what makes some responses especially effective. A good example is our H1N1 response.

"Who Takes Down the Sandbags?"

RADM Milner was proud to announce that the Northeast region of the U.S. had the highest percentage of H1N1 and Influenza vaccinations in the country last sea-

son, according to Dr. Regina Benjamin, our Surgeon General. Locally, the H1N1 vaccination effort was a grand success as well - MRC volunteers helped to vaccinate over 3,000 people in Greater Sullivan County in a two-month span of time last year.

The MRC Regional Summit provided Unit Leaders and some MRC members with useful information and training. Overall the Summit was a grand success and attendees gained new tools and resources to bring back and use in our home region.

STAY, LEAVE, CONNECT: Preparedness Workshops

Article by Jessica McAuliff

September was National Preparedness Month! The Greater Sullivan County MRC members hosted Family Emergency Preparedness Seminars in our region. The seminars taught participants how to develop a Plan and a Kit, if they needed to shelter themselves in their home, or leave the house

quickly in an emergency. The training was based on the State's "Ready NH" campaign, featuring instructions to STAY, or LEAVE and CONNECT with your family members in an emergency. The Sept 30th presentation was broadcast on CCTV, from the Claremont Savings Bank Community Room.

MRC members including Nancy Houghton took the presentation on the road. Nancy brought STAY LEAVE CONNECT to the Int'l Assn of Administrative Professionals at the River Valley Technical Center in Springfield, VT. She enjoyed presenting and thought it was well received. The MRC plans to continue this series of community workshops throughout the year.

MRC members like Nancy Houghton, took "STAY, LEAVE, CONNECT" on the road!

A Token from the Assistant Surgeon General

During the three-day long Medical Reserve Corps Summit this November, our Greater Sullivan County MRC Unit Director was recognized for her unit leadership. RADM Michael Miler, Assistant Surgeon General, awarded Jessica McAuliff with a medal from the US Department of Health and Human Services. On one side of this coin-like token, is the seal of the United

States Surgeon General's office and RADM Milner's name., with US DHHS on the other side. The RADM recognized Jessica for her recent award as 2010 Runner Up recipient of the National Boulderson Award in Public Health Leadership. Later that day, Jessica presented a national webinar featuring the Greater Sullivan County MRC Unit's achievements.

The Boulderson Award is presented each year to a scholar of one of the National Public Health Leadership Institutes. Jessica is a 2010 scholar of the Northeast Public Health Leadership Institute, where she spent a year working and learning under several public health figures and mentors.

Congratulations.

If you would like to be removed from or added to, the mailing list of PULSE of the Region, please send a note to the originator, Jessica McAuliff at phn@sullivancountynh.gov.

TOWN OF UNITY, NH
 TAX COLLECTOR'S OFFICE
 13 CENTER ROAD - UNIT # 1
 UNITY, NH 03603

PROPERTY TAX
 FINAL BILL FOR TAX YEAR 2010

Reference No. 2010-2-127542
 Due Date: 12/13/2010
 Mailing Date: 11/13/2010
 Location: NURSING HOME DRIVE
 Map-Lot: 6-C4-326
 Acreage: 44.60
 Acct. ID. 10209

Land
 Building
 Current Use
 Gross Value

TAX RATE PER \$1,000.00 OF NET ASSESSED VALUE		
TOWN	4.97	\$127.28
L-SCHOOL	11.79	\$301.94
S-SCHOOL	2.42	\$61.98
COUNTY	2.71	\$69.40
	<u>\$21.89</u>	<u>\$561.00</u>

ASSESSED VALUE - EXEMPTIONS - CREDITS		
\$20,000.00	Total Tax This Year	\$561.00
\$2,560.00	Credits	\$0.00
\$3,050.00	Veterans Credit	\$0.00
\$25,610.00	Net Tax This Period	\$313.00
\$0.00	Previously Billed	\$248.00
	Previously Paid	\$248.00

Net Assessed Value \$25,610.00

Due Date: 12/13/2010
Tax Due: \$313.00

Unpaid balances accrue interest at 12% per annum after due date.

SULLIVAN COUNTY FARM
 5 NURSING HOME DRIVE
 UNITY, NH 03743-

TOWN OF UNITY, NH
 TAX COLLECTOR'S OFFICE
 13 CENTER ROAD - UNIT # 1
 UNITY, NH 03603

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Net Assessed Value \$25,610.00

Due Date: 12/13/2010
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Unpaid balances accrue interest at 12% per annum after due date.

SULLIVAN COUNTY FARM
 5 NURSING HOME DRIVE
 UNITY, NH 03743-

Sullivan County Board of Commissioners

Grant Application Policy and Procedure

Statement of Purpose:

The Sullivan County Board of Commissioners recognizes and endorses the current procedure of providing financial assistance to non-profit agencies located within Sullivan County. The Commissioners also acknowledge their fiduciary responsibility and are obligated by State Statutes to act as overseers to any and all funds allotted to the County from the taxpayers of Sullivan County and other regulatory / governmental entities. It is with these intentions the Sullivan County Board of Commissioners establish a "Grant Application Policy and Procedure."

Policy:

The Sullivan County Board of Commissioners may include in the annual budget an account that establishes a disbursement of grant resources to non profit agencies. The intent of these funds is to give support and to assist the applying non profit agent during the developmental stage of establishing a program. Additionally, these funds may be used to maintain existing programs that fall within the parameters of this policy. The amount of the line item account will be 1 - 2% of Fund 10 / General Fund. **Please note; when calculating the total Fund 10 amount, the line item for County Grants should not be included.**

Procedure:

A. Provision of Notice: The Sullivan County Commissioners Office will advertise throughout local media sources the availability of "Grant Applications."

1. It will be the responsibility of the applicant to attain the Grant Application and to be mindful of the process.

B. Grant Application: Attachment "A."

1. To be considered, the Grant Application must be returned on time.
2. The Grant Application must be fully completed or it will not be considered.

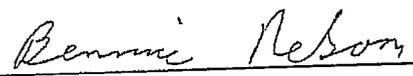
C. Prerequisites:

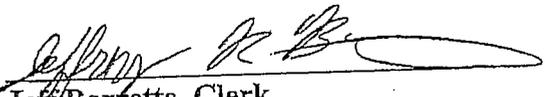
1. All applying agencies must make their program(s) available to the majority of Sullivan County's municipalities.

Effective Date: February 20, 2007
See motion @ 5:01 PM

Sullivan County Board of Commissioners


Ethel Jarvis, Chairman


Ben Nelson, Vice Chairman


Jeff Barrette, Clerk

3/6/07
Date

Grant Application Process

Thank you for expressing your interest in attaining a Sullivan County grant application. As indicated in our recent ad, the deadline for the applications is 4:00 p.m., Friday, March 18, 2011.

All organizations who have submitted a completed application will have an interview with the Board of Commissioners, the Executive Finance Committee of the Sullivan County Delegation and the County Administrator. We will advise you of your appointment in writing.

During your interview, you will have the opportunity to provide a brief overview of the program and your organization. The panel may require additional information. Any material requested, should be submitted promptly.

County grants are just one part of the County budget. Once the interviews are completed, and the Board of Commissioners has reviewed the County Administrator's recommendations for the entire County budget; a Public Hearing will be held to present the Board of Commissioners budget to the Full Sullivan County Delegation. This hearing will be posted at least three days in advance.

The Delegation reviews and then deliberates the budget during their County Convention, with the final budget decisions published in the Eagle Times. Additionally, you will be notified by mail.

Please contact the Commissioners' Office 863-2560 if you have any questions.

SULLIVAN COUNTY
INSTRUCTIONS FOR APPLICANT ORGANIZATIONS

A. GENERAL INFORMATION

1. Please return this application by: **MARCH 18, 2011, FRIDAY, 4 PM.**
2. Twelve copies of all forms must be returned on white paper.
3. Other similar forms may be used to substitute for Form 2 (statistics), Form 3 (goals/objective), and Form 4 (budget). If other forms are used, they must contain all requested information in a clear and understandable format.
4. County grant funds will **NOT** be used for any type of administrative services without the approval of the County Commissioners and the Executive Finance Committee.
5. **Under no circumstances** should County grant funds be used for meals, alcohol and conferences.
6. **This application must be fully completed or it will not be considered.**

B. SUPPORT MATERIAL: One copy of the following material must be included:

- Names & addresses of all board members, offices.
- Current and proposed salary schedule for all employee positions for the current fiscal year and the proposed fiscal year.
- Detailed budget profile showing actual income and expenses for the past completed fiscal year.
- Detailed budget profile for the current fiscal year showing total budget for the year, actual income and expenses to date, accounts receivable and payable, and fund balance.
- Narrative statement explaining significant differences (if any) between current and proposed budgets.
- Copy of your tax exempt status letter from the Department of Treasury if not already on file at the County Office.
- Copy of your most recent financial audit.
- Organization chart.
- Organizational mission statement.
- Narrative statement explaining the specific use(s) of the County grant funds.

SULLIVAN COUNTY COMMISSIONERS
14 MAIN STREET
NEWPORT NH 03773

PROPOSAL FORM 1

- 1. ORGANIZATION: _____
 ADDRESS: _____
 CONTACT PERSON: _____ PHONE: _____ EMAIL: _____
- 2. YOUR ORGANIZATION'S FISCAL YEAR: FROM: _____ To: _____
- 3. DATE YOUR ORGANIZATION WAS FORMALLY FORMED: _____
- 4. ARE YOUR FINANCES AUDITED? _____ LAST FISCAL YEAR AUDITED:
 BY WHOM? _____
- 5. WHAT IS YOUR IRS TAX EXEMPT NUMBER? _____
- 6. YOUR PREVIOUS 3 YEAR'S REQUESTS & ALLOCATIONS FROM SULLIVAN COUNTY:

YEAR	AMOUNT REQUESTED	AMOUNT ALLOCATED

7. Please list all programs operated by our agency in the lettered space below. Please be consistent and maintain the same letter for the same program throughout this proposal. Also indicate the amount of money you are receiving this year and requesting next year from Sullivan County for each program.

	PROGRAM	RECEIVING THIS YEAR	REQUESTING FOR NEXT YEAR
A.			
B.			
C.			
D.			
E.			
F.			
TOTAL			

SULLIVAN COUNTY

PROPOSAL FORM 2

1. ORGANIZATION:

2. Please indicate all towns (inside and outside Sullivan County) where your programs are available and the number of people served by town and program during the past year.

Towns / city	NUMBER OF PEOPLE SERVED BY PROGRAM(s)					
	a	b	c	d	e	f
Acworth						
Charlestown						
Claremont						
Cornish						
Croydon						
Goshen						
Grantham						
Langdon						
Lempster						
Newport						
Plainfield						
Springfield						
Sunapee						
Unity						
Washington						

3. Does your organization serve the entire county?

4. What other organizations(s) provide(s) similar programs in the county?

SULLIVAN COUNTY
INSTRUCTIONS - PROPOSAL FORM 3
INSTRUCTIONS FOR GOAL AND OBJECTIVE CHART

Please complete a Goals and Objectives chart for each program for which County funds are requested. Language should be clear and understandable. Refrain from using jargon familiar to your program only. *An example is shown on page six.*

A goal is the end result that the program is trying to achieve. It is a description of the intended change in a condition/situation or its effects on people.

An objective is a short-term accomplishment to bring about the goal. Objectives are:

- Quantifiable/measurable
- Time referenced
- Realistic/attainable
- Specific
- Compatible with goal

The purpose of having goals and objectives are to help:

- Identify and define desired changes and improvements, not simply continuance of status quo.
- Make possible clear definitions of accountability.
- Make possible measurement of program and organizational effectiveness.
- Focus attention on end results rather than activity.
- Stimulate creative thinking.
- Provide a sense of direction.
- Provide a basis for rational utilization of scarce resources.

SULLIVAN COUNTY
PROPOSAL FORM 3
GOAL AND OBJECTIVE CHART

ORGANIZATION: _____ **PROGRAM:**

PROGRAM GOAL:

PROGRAM OBJECTIVES NEXT (APPLICATION) YEAR FY	PROGRAM OBJECTIVES & ACCOMPLISHMENTS TO DATE THIS YEAR FY	PROGRAM OBJECTIVES & ACCOMPLISHMENTS LAST YEAR FY

SULLIVAN COUNTY COMMISSIONERS
PROPOSAL FORM 3
GOAL AND OBJECTIVE CHART

ORGANIZATION: _____ PROGRAM:

PROGRAM GOAL:

PROGRAM OBJECTIVES NEXT (APPLICATION) YEAR FY	PROGRAM OBJECTIVES & ACCOMPLISHMENTS TO DATE THIS YEAR FY	PROGRAM OBJECTIVES & ACCOMPLISHMENTS LAST YEAR FY
<p>1. To serve one home meal per day 5 days per week, to an average of 35 home bound people during the year (9100 meals)</p> <p>2. To telephone daily by volunteers all known and verified isolated, home-bound people in order to ensure their safety during the program year. (12 individuals, 12 volunteers, 4368 telephone calls anticipated)</p>	<p>Same objective for 32 people. Served average of 30 people per day in first 2 months of FY 95.</p> <p>Same objective for 6 people/volunteers/2190 calls. Service started in Dec. 1994, 6 volunteers recruited, 2 people enrolled.</p>	<p>Same objective for 28 people (7280 meals). 7300 meals actually serviced.</p> <p>Service not provided</p>

PROPOSED BUDGET FOR FISCAL YEAR 20 BY PROGRAM & MANAGEMENT	GRAND TOTAL	MANAGEMENT & SUPPORT	PROGRAM TOTAL	PROGRAMS					
	1	2	3	A	B	C	D	E	F
REVENUES									
1 Sullivan County									
2 Government Grant:									
3 Government Grant:									
4 Government Grant:									
5 Client Paid Fees									
6 Fees Paid By Other Than Client									
7 United Way									
8 Foundations									
9 Sale of Material									
10 Contributions, Dues, Special Events									
11 Investment Income									
12 Other:									
13 TOTAL REVENUE (Add 1 through 12)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENSES									
14 Salaries									
15 Employee Benefits									
16 Payroll Taxes									
17 Professional Fees									
18 Supplies									
19 Telephone									
20 Postage									
21 Occupancy									
22 Equipment									
23 Printing									
24 Travel									
25 Conferences, Meetings									
26 Insurance									
27 Staff Development									
28 Other:									
29 TOTAL EXPENSES (Add 14 through 28)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
30 MANAGEMENT EXPENSES (line 29, col. 2) Distributed To Programs									
31 GRAND TOTAL: PROGRAM EXPENSES (Total Lines 29 and 30)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Last updated by Board 7/9/2009
Due Dates updated 1/28/11

**SULLIVAN COUNTY
PROPOSAL FORM 5**

If funding is allocated by Sullivan County, we agree to supply the following:

1. ___ Quarterly financial statements including total budget, year-to-date expenses and revenue, and fund balance;
2. ___ Quarterly statistical program report;
3. ___ A written update of any major program, staff, or financial change.

We understand that funding from Sullivan County is contingent upon appropriation by vote of the County Delegation and subject to the above terms. The County fiscal year is July 1 to June 30.

We understand approved payments will be made quarterly, contingent on the County receiving specific documentation from our program that indicates said funds were used to substantiate specific programs.

We also understand approved quarterly payments will be released upon receipt of a bill from our organization and that the fourth quarter invoice and documentations is received by the Commissioners Office within the fiscal year end, June 31, 2012.

SIGNATURE AND TITLE OF PERSON PREPARING THIS PROPOSAL DATE

SIGNATURE OF BOARD CHAIR OR PRESIDENT DATE





GRANT APPLICATIONS
AVAILABLE
FOR
Non-profits

See details on Programs & Grants page:
www.sullivancountynh.gov

or call: 603.863-2560

Deadline: Fri. March 18th 4:00 PM

PUBLIC NOTICE AD

The Sullivan County NH Board of Commissioners are preparing for the FY '12 budget. County grant applications are now available for non-profit organizations who serve the entire county.

Applications are available at the County website: www.sullivancountynh.gov on the "Programs & Grants" page or at the Commissioners Office, 14 Main Street, Newport NH between 8 AM to 4 PM Monday through Friday.

To be considered for a grant, applications must be returned no later than Friday, March 18, 2011 before 4 PM. For additional information, please feel free to contact Sharon Callum at the office below:

Sullivan County Commissioners Office
14 Main Street
Newport NH 03773
Tel. (603) 863-2560
Fax. (603) 863-9314
Email: commissioners@sullivancountynh.gov

Sullivan County

Dodi FY 11 CTY COMMISSIONERS PROPOSED EXPENDITURE

Fiscal Year: 2009-2010

From Date: 6/1/2010

To Date: 6/30/2010

Definition: FY11ProposedCommissionerBudget

Account	Description	Commissioner Proposed FY11	Approved FY10	YTD FY10	Final FY09 YTD	Dollar Diff FY10-CA11	Percentage
10.861.15055	LAKE SUNAPEE MEDIATION	\$7,500.00	\$7,500.00	\$7,500.00	\$7,500.00	\$0.00	0.00
	Detail: [CommissionerProposedFY11]	Budget	FTE	Position Desc.			
	Description: LAKE SUNAPEE MEDIATION	\$7,500.00					
	Detail Total:	\$7,500.00					
10.861.15056	COMMUNITY ALLIANCE FAM	\$23,250.00	\$23,250.00	\$23,250.00	\$23,250.00	\$0.00	0.00
	Detail: [CommissionerProposedFY11]	Budget	FTE	Position Desc.			
	Description: COMMUNITY ALLIANCE FAMILY SERV	\$23,250.00					
	Detail Total:	\$23,250.00					
10.861.15062	COMMUNITY TRANSPORTA	\$35,000.00	\$35,000.00	\$35,000.00	\$38,000.00	\$0.00	0.00
	Detail: [CommissionerProposedFY11]	Budget	FTE	Position Desc.			
	Description: COMMUNITY TRANSPORTATION	\$35,000.00					
	Detail Total:	\$35,000.00					
10.861.15064	TURNING POINTS	\$55,000.00	\$55,000.00	\$55,000.00	\$50,000.00	\$0.00	0.00
	Detail: [CommissionerProposedFY11]	Budget	FTE	Position Desc.			
	Description: TURNING POINTS	\$55,000.00					
	Detail Total:	\$55,000.00					
10.861.15065	SOUP KITCHEN/FOOD PAN	\$17,500.00	\$17,500.00	\$17,500.00	\$20,000.00	\$0.00	0.00
	Detail: [CommissionerProposedFY11]	Budget	FTE	Position Desc.			
	Description: SOUP KITCHEN/FOOD PANTRY	\$17,500.00					
	Detail Total:	\$17,500.00					

Sullivan County

Dodi FY 11 CTY COMMISSIONERS PROPOSED EXPENDITURE

Fiscal Year: 2009-2010

From Date: 6/1/2010

To Date: 6/30/2010

Definition: FY11ProposedCommissionerBudget

Account	Description	Commissioner Proposed FY11	Approved FY10	YTD FY10	Final FY09 YTD	Dollar Diff FY10-CA11	Percentage
10.861.15072	GOOD BEGINNINGS OF SUI	\$25,000.00	\$25,000.00	\$18,750.00	\$22,500.00	\$0.00	0.00
	Detail: [CommissionerProposedFY11]	Budget	FTE	Position Desc.			
	Description: GOOD BEGINNINGS OF SULL.CTY	\$25,000.00					
	Detail Total:	\$25,000.00					
10.861.15076	RSVP & THE VOLUNTEER C	\$0.00	\$1,000.00	\$0.00	\$1,000.00	(\$1,000.00)	(100.00)
Dept: COUNTY GRANTS - 861		\$163,250.00	\$164,250.00	\$157,000.00	\$162,250.00	(\$1,000.00)	(0.61)

Labor relations

Many elected municipal officials find themselves caught in a trap because they allow themselves to be drawn into the local labor relations process. The trap is such that, the more you squirm, the tighter the bindings get. Elected officials are bound to aggravate some constituents no matter what they do.

The solution, with labor relations, is to avoid getting involved in the process as much as possible. Mayors in strong mayor governments are an exception because, as chief executives, they must direct the labor relations in their cities. All other officials, especially councilmembers, would be well advised to stay away from labor relations.

However, keeping out of the labor relations process is easier said than done. Inevitably, city or village councils must approve all labor agreements. They must also adopt budgets which affect, and are affected by, negotiated agreements.

Councilmembers have a responsibility to vote intelligently and with the best interests of the entire community in mind. To do this, they must be well informed.

However, becoming informed leads to a degree of unavoidable involvement. For instance, it would be a council's duty to not approve a labor agreement that would bankrupt the municipality. But such a choice should never have to be made. There are specific steps to take to avoid it.

The goal as elected officials is to stay as far removed from the labor relations process as possible. At the same time, elected officials should be able to fulfill their responsibilities.

Stay off the negotiating team

First, elected officials should not be on the management negotiating team. In most municipalities, elected officials rarely consider this role. However, in smaller communities, there are not always enough executives who can handle negotiations. Councilmembers

are sometimes tempted to get directly involved. This is almost always a mistake.

For one thing, it is not wise for the ultimate decision-maker to face the union across the bargaining table. An argument often used by union negotiators is "I don't think I can convince my membership of your position." Management negotiators need to be able to use the same argument, either expressly or by implication. There needs to be some unseen person or persons who are hard to convince. If the council is right there at the bargaining table, obviously the management negotiators cannot use the same argument when they are cornered.

Another reason to exclude elected officials from the bargaining team is that they may not be skilled negotiators. Most people negotiate many aspects of their daily lives, but labor negotiations require specific technical knowledge. Experience in negotiating the price of a house or used car or the settlement of a lawsuit is, unfortunately, of very little practical use in labor negotiations.

Also, experience in private sector labor negotiations is very often of limited use in public sector labor negotiations. The issues, though similar in appearance, are usually quite different in substance. The life experiences of most elected officials will help them judge a labor agreement they are asked to approve, but do not qualify them to actually negotiate it.

The last reason for an elected official not to be on the bargaining team is political. Issues in labor negotiations stir the emotions. Members of management negotiating teams routinely must say "no" to union representatives who passionately believe in the justice of their proposals. Management negotiators are often perceived as stingy and mean. Frequently union negotiators do not realize that they are told "no" simply because management cannot say "yes." The elected official who is one of

the people at the table saying "no" is alienating constituents.

Avoid discussing negotiations

Elected officials also should avoid discussing labor negotiations. Do not voice a position. No matter what your position is on the labor issue, someone will disagree with it. When the council is presented with a negotiated labor agreement for approval, the differences have been worked out and the parties have agreed to it. Both parties are, in effect, asking for the same thing. If any opinion is expressed prior to that, an official will be perceived as taking sides and will alienate someone.

The worst possible situation is the councilmember whose next-door neighbors are the union president on one side and the leader of the citizens' committee for tax reduction on the other. A councilmember in such a position can only say to both, "I don't believe it would be appropriate to discuss the negotiations," or "I believe in a fair day's work for a fair day's pay and I hope the negotiators reach an agreement to that effect."

This is particularly good advice for the official who was elected with specific union support. The best way such an elected official can help his union friends is to stay out of the negotiations. Any discussion of bargaining table issues away from the bargaining table by people such as councilmembers, who must be ultimately involved, can only disrupt the process. It can never help.

Stay uninvolved, but informed

On the other hand, if the council is to be more than just a rubber stamp approving all labor agreements, it may have to have some involvement in determining policies and guiding the management negotiators. The degree to which this is necessary varies.

If the city or village has an experienced management negotiator with whom the council is comfortable, the need for such involvement is minimal. In a town with an elected chief executive, the council can quite properly exercise no involvement until it is

called upon to approve the negotiated labor agreement. If the council feels it needs to discuss the negotiations prior to their completion, it should do so only under carefully controlled circumstances. Whatever the degree, the method of such involvement is important.

Michigan's Open Meetings Act permits a public body to meet in closed session to discuss labor negotiations. Using a closed or executive session can be an effective way for a city council to exercise some control over the city's negotiators without disrupting the collective bargaining process. However, this will only work if strict confidentiality is subsequently maintained.

Suggest broad, general guidelines

It is important that the council avoid tying the hands of its negotiators by mandating specific bargaining outcomes. Broad, general policy guidelines can be helpful to a negotiator, but absolute, specific instructions can be crippling.

For example, if a city council insists a particular fringe benefit be abolished or a particular work rule be established, it may find later that the result was achieved, but only at an unacceptable cost. This would be especially true if the union negotiators somehow learned of, or guessed at, the council mandate.

Delegate negotiating responsibility

It is a much better policy for a city council to delegate all negotiating responsibility to a negotiator with only the broadest of guidelines, if any. This can be a lot to ask; however, the city council is not abdicating its responsibilities. After all, in the final analysis, the council can vote to not approve a labor agreement.

Never disapprove the labor agreement

Even though the option is always available, a city council should never veto a labor agreement. Disapproval by a city council of a labor relations agreement is roughly equivalent to using atomic weapons in international relations. Disapproval is a power

whose very existence keeps both management and union negotiators in line, but which should not be exercised unless all else fails. It is much better to fire the negotiator than to disapprove the agreement.

Obviously, care in selecting the negotiator would be appropriate. Choosing an experienced negotiator with a proven track record is the safest course. When an elected body, be it a city council or a school board, vetoes a negotiated labor agreement, it destroys the credibility of its negotiator and either seriously damages or destroys the credibility of the entire organization. In such a case, the Michigan Employment Relations Commission (MERC) may order the council itself to the bargaining table if an unfair labor practice is charged.

The general advice to elected officials, then, is to place labor negotiations in the hands of the best people available and stay out of the negotiations as much as possible.

Another pitfall

Another labor relations pitfall that councils should avoid is employee discipline cases. An employee who has been disciplined might turn to a friendly councilmember for help. If the councilmember takes any action, he or she is in a no-win situation. If the employee is represented by a union, the councilmember cannot possibly be of any real assistance, and could add to the problem. The employee's union is always in the best position to see to it that each employee is treated fairly and justly. The union has the know-how, the means, the legal duty and the exclusive right to stand up for its members.

What role to play

Labor relations professionals are fond of saying that the correct role for the elected official to play in municipal labor relations is none at all. Unfortunately, this is too simple.

In most communities, elected officials have a serious responsibility regarding the operation of the municipal government. No elected official, particularly a member of a city or village council, should be advised to abdicate or ignore such responsibility.

Ironically, the collective bargaining process works best when there is no direct involvement by elected officials. The issues at the bargaining table are complex enough without adding a political dimension. Involvement by elected officials, by definition, adds a political dimension.

The precise degree of involvement in labor relations, if any, is a decision each elected official must make based on the circumstances of his or her own situation. Perhaps the best advice on this point comes from a small town councilman who advised his colleagues, "When in doubt, stay out."

About the author . . .

Joseph W. Fremont has been the labor relations consultant for the League since 1984. Immediately prior to that, he was the labor relations manager for the City of Memphis, Tennessee and was a labor relations negotiator for the City of Detroit for 15 years. Mr. Fremont holds two Master's Degrees, in economics and industrial relations, from Wayne State University and has been an adjunct faculty member teaching public sector labor relations at Wayne State. He is a past president of the Detroit Chapter of the Industrial Relations Research Association and of the Michigan Public Employer Labor Relations Association.