

Sullivan County NH

Type of meeting: Board of Commissioners Special Meeting Minutes
Feasibility Study Review with Clough Harbor Associates
and Gerald Coogan
Other County Business Conducted

Date / Time: Thursday - July 21, 2005 - 9 AM
Place: Newport Sullivan County Complex, Commissioners
Conference Room, 1st Floor

ATTENDEES: Commissioner Donald S. Clarke - *Chair*, Ben Nelson - *Vice Chair* (arrived later) and Ethel Jarvis - *Clerk* (arrived later); Ed Gil de Rubio - *County Manager*; Greg Chanis - *Facilities & Operations Director*; Gerald Coogan, *AICP*; Sean Donadio of *Bianco | Gigolitto | Weston Architects*; Roger Monsell, *L.L.S. Partner CHA*, Ray Giolitto.

9:10 The meeting was brought to order by Commissioner Clarke.

Mr. Roger Monsell, *Clough Harbor and Associates LLP* partner, noted the study, contracted through their firm, was done in two parts:

1. Phase I: Unity Building Assessment - review architectural / structural soundness of buildings - with the main surveyor Sean Donadio.
2. Phase II: Perform an Assisted Living Feasibility Study - with lead team leader Gerald Coogan, *AICP*

As Commissioner Nelson and Jarvis were not present, the group decided to review the Phase I first. Commissioner Clarke asked Mr. Donadio to begin with the building recommendations.

Mr. Sean Donadio directed the group to the *Sullivan County Unity Complex Building Assessment Draft of Phase One*, page 13, and discussed the summary of the architectural conclusions for each building, with the following noted as his comments:

- o Building Number 3 - Sanders Building - Renovate. Great potential, was in good condition, currently used for some offices and storage, it would need some ADA development to bring it up to code, the halls cannot be made larger - they could "punch out" a few spots to enlarge certain areas, stairs need to be brought up to code, doors swing out to egress and need further studying. The County Manager indicated the halls would be the key factor for an assisted care/dementia patient area. Mr. Chanis asked, as far as non-resident use, such as: offices / business occupancy, how the building was rated. Ray Giolitto indicated the area still would have exiting issues such as corridor width, fire alarms, and that code requirements for residential use is not that much different than non-residential use. Halls would be okay if not used for health care issues. The County Manager asked about concrete stairs exiting the building, if they were tied in to the building. Mr. Donadio indicated they were linked to the tunnel so assumed it was linked to building, but it would

need further review.

9:18 *Commissioner Jarvis entered room.*

The County Manager discussed separation of assisted care building from the nursing home. Coogan concurred, noting application for funds plays highly into separating the two. Clarke agreed but noted they needed to review all uses.

- Building No. 4 - Root Cellar: Possible Renovations.
- Building No. 5 - Hay Barn: Good building to renovate, prominent location, could not access to do full review, but looks like good to use for storage.
- Building No. 6 - Heifer Barn: Renovation. Outside eaves need work. Storage possibility. Commissioner Clarke later in meeting noted this was a building with “functional obsolescent”.
- Building No. 7 - Pig Barn: Possible demolition. Needs some work, hard to renovate. Commissioner Clarke indicated his concern with any of the barns was that they were used for animals and farming storage and have taken on moisture and decay.
- Building 8 - Pole Barn: Demolish. There are gravel floor and structural issues.
- Building 9 - Tractor Barn One: Renovate. Notice renovations currently under way, which he felt was a good idea. Discussed structural issues.
- Building 10 Pole Barn Two: Demolish. No asset to county.
- Building 13 Car Garage: Renovate. Cute building.
- Building 15 - Men’s Annex: Renovate. Sound building. Porch is failing and should be removed. Signs of moisture in terms of floor failing. There were signs of demo and debris inside the building. Found birds inside and should be “buttoned up”. Mr. Giolitto noted if it’s less than 3,000 sq ft in 2nd floor you don’t need to make it accessible and can be used for offices - just 1st floor needs to be accessible - need two exits from 2nd and 3rd floor. They found it is less than 3,000 square feet. Commissioner Jarvis commented, visually, the Men’s Annex is upsetting and something should be done to hide it or move it to another location. Commissioner Clarke added sale of the building structure as another possibility.
- Building 16 – Carpenter’s Shop: Possible demolition. It’s connected to tunnels and used as original steam plant. Chanis discussed the heating/steam system and how it is routed.
- Building 17 / 18 car garages next to apt building: Demolish.
- Building 19 Apartment: Demolish - plumbing and structural problems.
- Building 20 Maple Hill: historic value, there is damage from a past fire, the location to site and vistas has beauty. Could be renovated. Has potential. Mr. Chanis noted, if removed it would bring better vista to the nursing home building.

Commissioner Clarke noted this was a draft and would not be released to public until finalized. General discussion commenced regarding recommendations in the draft report. Commissioner Jarvis asked if building values were part of the study? They were not, but Mr. Chanis noted the Commissioners Office has those values as part of the Primex insurance schedules.

Johnson-Callum left room to make copies of the Primex Insurance schedule showing values for property and returned to the room to disburse a copy to the three Commissioners, County Manager and Facilities and Operations Director.

Jarvis noted the Phase One draft was well done.

Gerry Coogan provided summary of report, of the *Feasibility Study Assisted Living Facility Sullivan County, NH draft*. He noted they:

- Interviewed operators of facilities, talked to state people, targeted 4 assisted care facilities: two counties, one private, and one non-profit.
- Data found: seniors healthier, living longer and would rather go to assisted care than nursing home. The decision to go in to an assisted care or nursing facility is an emergency decision with no planning ahead.
- Profile of client: late 70's to early 80's, they stay for 2 ½ years, wait until last minute to make the decision to go in, need help with some kind of activity so staffing is needed, most are private pay but there is mixture of private and medicaid. Target market - 75+ with income of \$25,000 with minimal income of \$15,000. Sullivan County currently has 884 perspective clients with this criterion, which is growing 2% per year.
- Possible charge on units: \$2,000 per month and seem to be full. Sunapee Cove charges \$3,500 - \$6,000 are at 50% occupancy. Contacted 14 in Windsor and Sullivan and those were at 100% occupancy.
- Possible facility size and cost: 30 beds optimum size and cost 3.5 to 3.8 million, \$175 per sq foot.
- Unity location has pluses and minuses. Plus: have land and health care facility already there. Negative: remote, and ½ of the clients would have automobiles and trip to Claremont is onerous. Site would require approximately 2 acres. He noted negative aspects could be overcome with good social services.

Commissioner Clarke noted the biggest need is to socialize and in Unity they would socialize with each other. The County Manager noted the assisted living facilities he had been involved with, the residents were constantly bombarded with recreational activities that included bus trips for shopping, sports and other program events or they would bring in professional entertainment groups, example singers. The County Manager noted it could be doable with a well thought out game plan and they would need someone that is good with assisted care living to help out.

Mr. Coogan continued with the market potential. Commissioners asked what the assisted care Medicaid rate was. Mr. Coogan indicated it currently runs between \$1,200-1,500, with a proposal on the table to increase it to \$1,800 - \$2,100. He indicated planning questions should be discussed such as:

1. *What is your anticipated resident profile?*
2. *Which assisted living model will the County provide?*
3. *How will the project interface with the total continuum of care?*
4. *How will the County deliver assistance with the Activities of Daily Living (ADLs)?*
5. *What will be the County's overall design philosophy and strategy? Bedroom set up, etc.*
6. *How much staffing will the facility require?*
7. *What will be the financial commitment to develop and operate the facility?*
8. *How will the facility be priced?* He added, ramp up time of losses in first few years. He indicated Rockingham County Assisted care living facility was built in a wealthy area, where they first built a 30 resident assisted care living facility and now want to add nineteen more units, as they have a waiting list of 45. Their units run \$1,600- 2,000. Cheshire has 20 units which cost between \$1,900 - 2,500. Granite Ledges is run by Genesis and is

comparable to Sunapee Cove. Whitaker Place and Penacook facility is a joint venture facility and they keep their rates at \$1,400 with most Medicaid eligible.

9. *What are the initial occupancy and absorption expectations?*
10. *What will be the magnitude of the state-up losses?*

Mr. Coogan noted location and pricing are important. They need to partner with local social service agencies. He added, if the county serves the traditional base, he's doubtful they would make money. He indicated the assisted care facility was definitely a feasible market demand. He recommended they do a business plan in order to figure loss or gain. He suggested checking funding through NH Housing Finance Authority and/or CDBG. He indicated to complete a capital and operating budget as the next step. He indicated business plans normally run approximately \$10,000. It was recommended that Ned Elms Company, out of Concord, or Genesis, is examples of companies who could do business plans. Mr. Coogan noted that October is when the next round is for the feasibility studies. The County Manager asked Mr. Coogan to look in to and go for the grant for the business plan. The County Manager noted they needed to be objective and need more information in order to get their arms around the whole thing. Coogan will check with the NH Housing Finance Authority on their funds for planning grants. It was mentioned that Sullivan is licensed for 185 beds and budgeted for 154, but have less filled. Mr. Coogan pointed out that the difference could be the assisted care units. Mr. Coogan indicated the County must improve upon the Unity county buildings to sell assisted care and need better management of those buildings/property. The County Manager noted they must go further in that the skilled care must be attractive to draw in others. The County Manager discussed an advertisement he noticed for an assisted care facility in Woodstock VT promoting "the front porch", peacefulness and tranquility. Mr. Chanis indicated CTC already serves the County Nursing Home and one of the Commissioners recommended the possibility of expanding on the service, as the County provides a grant to the program. Commissioners agree they need more information regarding a comprehensive business plan and need to map out their vision. Mr. Chanis noted to CHA representatives his recommendations on the draft wording. Mr. Giolitto indicated they could expand on the building conclusions shown on page 13. It was noted that CHA study looked at the buildings individually, but that Commissioners, County Manager, Facilities & Operations Director, Nursing Home Administrator and DOC Superintendent need to meet to discuss the Unity Complex buildings as a whole.

The Commissioners requested of Roger Monsell a building visualization, aerial point of view, before and after if certain buildings were removed. Mr. Monsell indicated the visualization could be done photographically on the vistas and architectural membrane on their computer, and that all he needed were ideas of which buildings to remove. General discussion commenced. Discussion pertaining to potential space possibilities on a few buildings commenced briefly.

The County Manager requested five bound, one unbound and one on electronic disk of the final CHA report.

The meeting recessed, then resumed ten minutes later. Commissioner Nelson did not return. County Manager, Commissioner Clarke and Jarvis, and Sharon Johnson-Callum returned to the room.

NURSING HOME ADMINISTRATOR APPOINTMENT

It was noted that, though Mr. Courtney Marshall had been interviewed and hired by the County Commissioners as the Nursing Home Administrator and began work on Monday, June 13, 2005, there was never a formal motion noted by the Commissioners appointing him as such.

10:50 A motion was made by Commissioner Jarvis to appoint Courtney Marshall as Administrator of the Nursing Home, retroactively to the date he began. Commissioner Clarke seconded the motion. There was no discussion. A voice vote was taken. The motion carried with the majority. Commissioner Nelson was absent.

10:52 A motion was made by Commissioner Jarvis to adjourn the meeting. Commissioner Clarke seconded the motion. There was no discussion. A voice vote was taken. The motion carried, unanimously.

Respectfully submitted,

A handwritten signature in cursive script that reads "Ethel Jarvis". The signature is written in dark ink and is positioned above the typed name and title.

*Ethel Jarvis, Clerk
Board of Commissioners*

EJ/s.j.-c.