

**2019 TOWN MEETING**

Moderator Dr. David Beaufait commenced the annual meeting at 9:04 a.m. with the Pledge of Allegiance.

Selectman Meredith Smith acknowledged Robert Foley and Gary Gaudette, long time volunteers for the Town of Enfield. Both passed away in 2018. M. Smith also gave the Selectmen's thank you's and recognition to all those who retired from volunteer service in 2018.

B. Fred Cummings - Selectman, Fire Ward  
John Carr - Trustee of Trust Funds  
Holly West - Budget Committee, Energy Committee Member  
James Buffington - Budget Committee Member  
Cecilia Aufiero - Zoning Board of Adjustment Member  
Francine Lozeau - Library Trustee  
Nancy Scovner - Planning Board Member  
Cindy Wells - Recreation Commission Member  
Shara Buffington - Tax Increment Finance District Advisory Committee  
James Fenn - Energy Committee Alternate Member  
Dan Kiley - Upper Valley Lake Sunapee Regional Planning Commission Board Member  
Dolores Struckhoff - Enfield Shaker Village Scenic Byway Committee  
Kati Lary Jopek - Enfield Shaker Village Scenic Byway Committee  
Kim Quirk - Enfield Shaker Village Scenic Byway Committee

Moderator Beaufait requested that those who had ever volunteered for the Town to please stand.

Moderator Beaufait announced one more presentation to be done. Cecilia Aufiero, Linda Jones and Suzanne Hinman of the Heritage Commission, presented to Meredith Smith a Shaker Box in thanks for all she has done toward preservation of Enfield Center townhouse, Enfield Shaker Village Scenic By-way, and bringing Mascoma Lakeside Park into being.

Moderator Beaufait reviewed the protocols, policies and procedures for the meeting.

Moderator Beaufait announced the results of Articles 1 to 6 which were voted on by official ballot on Tuesday, March 12<sup>th</sup>.

**Article 1:** To choose by ballot all necessary Town Officers for the ensuing year.

For One Year:        One Fire Ward – Kenneth Wheeler (263)

For Two Years:     One Moderator - Lindsay A. Smith (372)

For Three Years:   One Selectman – Meredith C. Smith (266)  
                             One Town Clerk – Sandra Romano (392)  
                             One Trustee of Trust Funds – Ellen H. Hackeman (364)  
                             One Cemetery Trustee – Donald J. Crate, Sr. (15 write-in votes – pending acceptance)

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One Fire Ward – Wayne Claflin (260)  
One Library Trustee – Dominic C. Albanese (382)  
Two Zoning Board of Adjustment Members – Kurt R. Gotthardt (268),  
Edward McLaughlin (311)  
Three Budget Committee Members - Shirley A. Green (349),  
Gail E. Malz (295), Sam Eaton (7 write-in votes – pending  
acceptance)

Moderator Beaufait made an introduction of those sitting up front consisting of Officials and staff present as follows:

Assistant Town Manager Alisa Bonnette, Town Clerk Sandra Romano, Deputy Town Clerk Wendy Huntley, Town Attorney, Jim Raymond, Town Manager Ryan Aylesworth, Selectboard Katherine Plumley Stewart, Meredith Smith, and John Kluge, and Budget Committee members Sam Eaton - Chair, Shirley Green, Mike Diehn, Nancy Smith, Jean Patten, Eric Crate, Dominic Albanese, Erik Russell.

**Article 2:** Are you in favor of the adoption of Amendment No. 1 for the Town of Enfield Zoning Ordinance as follows?

Amend definition of “Setback” in Appendix A:

“The distance between a building or structure and the nearest property line, wetland, or sewage disposal system. **Setbacks are to be measured from the drip line and include but are not limited to decks, roof overhangs, fireplaces, and any bump-outs on the structure.**”

**279 YES -- 109 NO**

**Article 3:** Are you in favor of the adoption of Amendment No. 2 for the Town of Enfield Zoning Ordinance as follows?

Amend Section 413 Non-Conforming Lots and Uses:

2. Any non-conforming uses existing on the effective date of this Ordinance shall be considered a lawful ~~lot use~~ and may be continued. Even though the lot **where the use is located** does not comply with the minimum lot size or frontage requirements, the ~~lot use~~ may be **continued built-upon** provided all other standards of the district in which it is located are met.

Last two sentences: The replacement ~~uses (or buildings and structures, if applicable)~~ must be in the same location, and the same **or less** dimensions as before the damage. **The dimensions include length, width, and height of the original structure.**

**295 YES -- 92 NO**

**Article 4:** Are you in favor of the adoption of Amendment No. 3 for the Town of Enfield Zoning Ordinance as follows?

Amend the definition of “Accessory Dwelling Unit” in Appendix A:

A single apartment of no more than 800 square feet, containing no more than ~~two~~ **one** bedrooms and one bathroom, ~~must be connected to a single family dwelling as defined in RSA 674:71-73 by enclosed weather-tight space with continuous roof and continuous foundation.~~ The **apartment accessory dwelling unit** and main dwelling are exempt from district acreage density requirements and must remain under one ownership.

**289 YES -- 93 NO**

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**Article 5:** Are you in favor of the adoption of Amendment No. 4 for the Town of Enfield Zoning Ordinance as follows?

Amend section 403 Special Exceptions to add "Kennels" to the following lists for provision of that use by special exception: Section 4. CB (Community Business District) and Section 6. Route 4 District.

**268 YES -- 110 NO**

**Article 6:** Are you in favor of the adoption of Amendment No. 5 for the Town of Enfield Zoning Ordinance as follows?

C. Signs shall refer only to a use, activity or business carried on the lot upon which they are situated, except that the Zoning ~~Administrator Board of Adjustment~~ may grant permission ~~as a Special Exception~~ for erection, off the premises, of a limited number of non-illuminated signs, providing the following conditions are met:

1. Each sign not exceeding three square feet.
2. Intended solely to give directional information.
3. **No more than three signs for any one business townwide.**

**285 YES -- 104 NO**

**Article 7:** (Lease without Escape Clause) To see if the Town will vote to authorize the Board of Selectmen to enter into a long-term lease/purchase agreement in the amount of \$170,000 payable over a term of seven (7) years for the purpose of leasing two DPW pickup trucks and associated plowing and sanding equipment (\$130,000) and one Fire Department support vehicle (\$40,000). The first payment will be due in 2020. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen is named agent to expend, will be used for the annual principal and interest payments for the life of the lease.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee does not recommend this article by a vote of 5-3.

M. Smith made the motion to accept Article 7 for discussion. J. Kluge second.

Town Manager Ryan Aylesworth spoke to Article 7, Article 8 and 15 and presented a PowerPoint overview which pertains to these articles and is a permanent part of this record.

Moderator Beaufait identified those in attendance who are not residents.

Dan Kiley made a motion to amend Article 7 to remove one Fire Department Support Vehicle (\$40,000) reducing the overall amount of the Article to \$130,000.  
Amendment was seconded.

D. Kiley would like more information on the Fire Department (FD) Support Vehicle as to why there was a difference in the recommendations between the Board of Selectmen and the Budget Committee.

S. Eaton as member of the Budget Committee voted to not recommend the article; the truck is slated for next year in the CIP. There was not good communication from the FD as to why there was a pressing need to replace the vehicle this year and not wait until next year.

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S. Green agreed with S. Eaton.

Dan Monahan made the comment that if the amendment passed, there would not be a need to raise \$26,000 and there would be no need for the tax rate to go up 5 cents.

Bob Cusick commented that previously it had been calculated that increasing the tax rate 5 cents per year for the CIP would potentially make the Town self sufficient within 10 to 15 years. B. Cusick supports keeping the 5 cents in the budget.

Reed Bergwall questioned how much interest it cost to finance over 7 years in addition to the cost of the vehicle?

R. Aylesworth responded approximately \$10,000 for the vehicles. That is if the fire truck is included in the purchase price.

Phil Shipman asked if we did pay for this in cash, what would be the tax impact if we didn't put off the fire truck another year?

R. Aylesworth replied there is an impact of about 20 to 25 cents per \$1,000 net affect in replacing these vehicles if the Town paid with a lump sum to avoid interest associated with annual debt service payments.

C. Aufiero asked why do we have to pay interest on a lot of these CIP things?

R. Aylesworth answered; in short taking the money out of CIP as a lump sum – as opposed to paying annual debt service with a relatively low interest rate – leaves no funds on hand for emergencies.

Debra Ford commented that once the CIP plan is fully funded we won't have to finance anything. She would like to go back to article 7 and have someone speak to the truck.

Andy Steele we haven't heard from the FD as to why they moved replacement of their truck up a year? And why purchase the two highway trucks and lease the fire truck?

Lloyd Hackeman responded that the fire truck was to be replaced 2 years ago. The truck is 15 years old, has 40,000 miles and is having rust issues. This truck is used to respond when the \$500,000 trucks are not necessary. We are also looking at having to replace the two \$500,000 trucks in the near future. He would like to see the truck put back in.

The Moderator called for a voice vote on the amendment for Article 7.

Dr. Beaufait announced that the Ayes have it.

The Moderator opened the voting for a paper ballot vote on the article as amended at 10:01am.

D. Kiley moved to table article 7 until results are available so we can move on.

M. Dichm seconded. Unanimous in favor.

(After the minimum hour paper ballot voting period, the results were as follows:  
172 votes cast, 115 required to pass, 134 – YES, 38 – NO; Article 7 PASSED as amended)

Tim Lenihan made a point of order to thank Dr. Beaufait for his 30 years as moderator. Moderator Beaufait is retiring as of the conclusion of the meeting.



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Moderator Beaufait expressed his gratitude.

Sharon Beaufait – point of order. Commented the acoustics are terrible. The voice vote sounded very close and she recommended that a paper ballot be used for all non-paper ballot voting.

Moderator Beaufait asked if what Ms. Beaufait was asking for was a card division of house vote?

S. Beaufait answered correct.

Moderator Beaufait asked, for a card division of house vote, to use voter cards for any non-paper ballot voting.

Show of cards requested to use voter cards for voting. Majority in favor.

**Article 8:** To see if the Town will vote to raise and appropriate the sum of \$250,000 for George Hill Road improvements, to authorize the issuance of not more than \$250,000 of bonds or notes in accordance with the provision of the Municipal Finance Act (RSA 33) and to authorize the municipal officials to issue and negotiate such bonds or notes and to determine the rate of interest thereon. The first interest payment will be due in 2019. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen are agents to expend, will be used for the annual principal and interest payments for the life of the loan.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee recommends this article by a vote of 8-0.

J. Kluge made the motion to accept the article for discussion; K. Plumley Stewart seconded the motion.

No discussion was had.

The Moderator opened the voting for a paper ballot vote at 10:15am.

(After the minimum hour paper ballot voting period, the results were as follows:  
171 votes cast, 113 required to pass, 156 – YES, 15 – NO; Article 8 PASSED)

Megan O'Brien moved to table article 8 until results are available. Sue Hagerman seconded. Unanimous in favor.

**Article 9:** To see if the Town will vote to raise and appropriate the Budget Committee recommended sum of \$6,677,736 for general municipal operations. This article does not include appropriations contained in special or individual articles addressed separately. (Majority vote required)

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee recommends this article by a vote of 8-0.

K. Plumley Stewart moved to accept Article 9 for discussion. M. Smith second.

Budget Committee Chair, S. Eaton spoke to Article 9 and presented a PowerPoint overview which pertains to article 9 and is a permanent part of this record.

No further discussion was had.

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Moderator Beaufait opened the vote to a show of cards. Majority in favor. Article 9 PASSED.

**Article 10:** To see if the Town will vote to raise and appropriate the sum of \$25,000 to be placed in the Employee and Retiree Benefits Trust Fund. (Majority vote required).

### Special Warrant Article

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee recommends this article by a vote of 8-0

M. Smith made a motion to accept Article 10 for discussion. J. Klug second.

Town Manager Ryan Aylesworth spoke to Article 10 explained that the Trust Fund, created in 2018 and is used to cover employee HRA reimbursements and cover the cost of benefits paid out to retirees. It is the goal to have this fund grow over time.

No further discussion was had.

Moderator Beaufait opened the vote to a show of cards. Majority in favor. Article 10 PASSED.

**Article 11:** To see if the town will vote to change the form of organization of the fire department by eliminating the board of fire wards (RSA 154:1(d)), and having the fire chief appointed by the town manager, and the firefighters being recommended by the fire chief and appointed by the town manager pursuant to RSA 154:1(b).

M. Smith made a motion to accept Article 11 for discussion. K. Plumley Stewart second.

Selectman K. Plumley Stewart spoke to Article 11 and presented the first portion of a PowerPoint overview which pertains to Articles 11 & 12 and is a permanent part of this record.

Moderator Beaufait was given a petition requesting a paper ballot vote on Article 11.

Becky Powell made a motion to vote by paper ballot. J. Patten second.

Moderator Beaufait gave the Firewards present the opportunity to respond to the presentation before the general discussion.

Tim Taylor, Fireward, made comments in opposition of Article 11 expressing that they have trouble finding volunteers because most volunteers are a family people who have jobs, and sometimes several jobs. For Level I Certification, it's a 250 hour commitment. If one misses a couple of hours of it, it is all for nothing and it still has to be paid for.

J. Patten spoke in favor for Article 11 based on her experience from serving on the Budget Committee for her first year. She thanked John Pellerin for putting all the information together that was presented to the Budget Committee. She believes the Fireward system has been in place for a very long time, and used to work a long time ago, but is no longer working and it's time to move on.

K. Withrow spoke in favor for Article 11 based on her experience as a Firefighter and EMS. She clarified that classes can be made up and there is training offered within the FD.

Richard Martin spoke in favor for Article 11 based on his experience as a Captain on the FD and as the Emergency Medical Services Chief. He spoke on the issue of having firefighters that do not have their certification and that these people help can him with the pumper trucks.

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S. Eaton expressed his concern that in his opinion the presentation did not carry out a 5 year plan. He questioned how much this change is going to cost and felt there was a lack of transparency. He would like to see a 5 year road map and questioned why it wasn't done prior to this meeting.

R. Aylesworth – There is no question that there needs to be concerted planning that goes in to future integration and how it takes place. We are proposing over the next year to engage in a detailed transition planning process involving members of both departments, members of the community and key committee members. We want to make sure that there is a global approach to communication in answering questions. We are proposing this so that, in the long run, it actually allows us to extend the volunteer model. What we are asking to be addressed today is who holds the fire chief accountable? And where does that accountability flow from there? Future scenarios will be inspected carefully and thought through and not rushed into.

Tim Lenihan spoke in favor of Article 11 because it's pretty clear; he hasn't heard anyone dispute any of the issues revealed in interviews and data gathered.

C. Aufiero spoke against Article 11. She felt that the FD should have the opportunity to go back, regroup, reorganize and come back with a plan.

Kristin Harrington spoke in favor of Article 11 based on her experiences with response times in 2013. She would like to see the response times shortened and believes that short response times should be a priority.

Kurt Gotthardt questioned what process the current Firewards went thru to choose the fire chief? What follow-up evaluations or assessments will be done? What would the difference be if Article 11 passes and the fire chief is appointed by the Town Manager?

T. Taylor responded that they Firewards looked at credibility, past records and potentially becoming politically motivated. They had three candidates. It was unanimous with the Firewards that Fred Cummings would best fit the position. Data has always been reported and is in the past Town Reports. The Firewards have always encouraged training to all firefighters.

Kelly Rose asked if Mike Akillian from the Center for Strategic Governance could speak to the topic as he did on March 11<sup>th</sup> as there were people who were not able to attend that meeting.

K. Plumley made a motion to allow non-residents to speak. Holly West seconded. Vote by show of cards. Majority in favor.

M. Akillian reviewed the process he and the Town went through since April 2018. Spoke to how all the departments were engaged in the process except the FD until John Pellerin was assigned to work with them. He believes that any plan should be resident focused not on a list of things to accomplish. As far as data submitted, the only response time noted is for the 1<sup>st</sup> who responded on scene and not the times for all who responded.

S. Eaton made a point of order asking if the Firewards or the Fire Chief track response times?

M. Akillian answered that it was the Fire Chief and that currently there is not enough management structure and oversight to provide for public safety.

S. Eaton made a point of order that the Article is about Firewards.

Moderator Beaufait asked Attorney Raymond who is responsible for the FD?

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Attorney Raymond clarified that it was the Firewards that run the Department.

Discussion and clarification was made in regards to NH RSA 154:1-d (Fire Department Liability; Public Duty Rule; Status of Firefighters) and NH RSA 154:2 (Powers) with points being made by R. Aylesworth and Attorney Raymond.

K. Gotthardt noted that his questions on what process the current Firewards went thru to choose the fire chief. What follow-up evaluations or assessments will be done? And what would the difference be if Article 11 passes and fire chief is appointed by the Town Manager? These question have not yet been answered.

T. Taylor responded that disciplining a Fire Chief would be based on malfeasance. Due to the fact that the previous Fire Chief had held the position for 51 years the Firewards needed only an annual meeting to reaffirm the Chief and do the budget.

R. Aylesworth spoke to the process of hire recently being used for hiring the Police Chief and how this method would be followed for hiring a Fire Chief. It would be an open process, and a competitive process. R. Aylesworth also believes in having the Fire Chief operating under an employment contract.

M. Akillian concluded that after reviewing the data collected from interviews and site reviews, it was his opinion that this Article would protect and allow the volunteer system to continue. Not everything has been mapped out, but this is an opportunity to better structure EMS and FD.

T. Taylor RSA 154:1-d points out that the Firewards are elected and are responsible for placement and control of the chief.

Attorney Raymond spoke that section 1 is for how people are elected or appointed for different positions. Section 2 is Powers. These sections are separate. You can have a system decided by the Town Meeting where Firewards are appointed and are in overall control of the FD.

J. Pellerin thanked all the Firewards and firefighters and spoke in favor of Article 11.

H. West feels that having the Town Manager oversee the FD would free up fire personnel to do other things. This would also give residents a person to address any issues they have with the FD. Asked if Article 11 passes today, can it be rescinded or a new article added in the future to go back to a Fireward system?

Attorney Raymond answered yes, that a future vote at Town Meeting could return the Town to a Fireward system.

Steve Patten called the question.

William Marx spoke in favor of Article 11.

R. Martin spoke in favor of Article 11.

Josh Wessells spoke as a member or the Ambulance Service as being in favor of Article 11.

K. Withrow as member of Fire Department is in favor of Article 11.

Norman Ruel spoke in favor for Article 11.

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S. Eaton spoke in favor for Article 11. He still believes we need to be vigilant about costs associated with this Article.

Bob Pollard spoke in favor for Article 11. He believes that training should be a priority and that authority should be given to the Town for accountability.

Moderator Beaufait opened the voting on Article 11 with a paper ballot vote at 12:08pm.

Becky Powell made a motion to table Article 11. Jean Patten second. Unanimous in favor.

Kimberly Withrow made a motion to take Article 7 off the table. N. Smith second. Unanimous vote for taking Article 7 off the table.

For Article 7, results were: 172 votes; 2/3 majority needed (115 votes); 134 YES 38 No Article 7 passed.

Megan O'Brien made a motion to take Article 8 off the table. N. Smith second. Unanimous vote for taking Article 8 off the table.

For Article 8, results were: 171 votes; 2/3 majority needed (113 votes); 156 YES 15 No Article 8 passed.

T. Lenihan made a motion to restrict articles 7 & 8 for reconsideration. J. Kluge second. Unanimous vote to restrict articles 7 & 8 for reconsideration.

**Article 12:** To see if the Town will vote to appropriate the sum of \$20,000 from available undesignated general fund balance for fire/ambulance department transition planning. (Majority vote required)

### Special Warrant Article

The Board of Selectmen recommends this article by a vote of 2-1.

The Budget Committee recommends this article by a vote of 7-1.

K. Plumley Steward made a motion to accept Article 12 for discussion. J. Kluge second.  
Gail Malz asked how can Article 11 be tabled and vote on Article 12 before 11 is complete?

Moderator Beaufait deferred to Town Manager Aylesworth.

R. Aylesworth said if Article 11 passes, Article 12 would provide the resources to make the transition and agrees that this would not be the best time to move forward on Article 12.

K. Plumley Steward made a motion to table Article 12. J. Kluge second.

T. Lenihan made a motion to take Article 11 off the table. D. Kiley second. Unanimous in favor.

For Article 11, results were: 167 votes; 151 – YES, 16--No Article 11 PASSED.

Roger Dontonville made a motion to restrict reconsideration of Article 11. Ed McLaughlin second.  
Majority in favor.

K. Plumley Stewart made a motion to restrict reconsideration of Article 9 and Article 10. Mike Diehn second. Majority in favor.

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K. Plumley Steward made a motion to Article 12 off the table. M. O'Brien second. Unanimous in Favor. Town Manager Ryan Aylesworth spoke to Article 12 and presented a PowerPoint overview [earlier in the meeting] which pertains to this article and is a permanent part of this record. R. Aylesworth added that the Town has received \$5,000 from a private foundation to support this effort and recommends a motion be made to reduce the amount in Article 12 to \$15,000.

S. Eaton was the lone no vote because at the time it wasn't known if Article 11 would pass. He is now is in favor of Article 12 passing.

K. Plumley Stewart made a motion to amend Article 12 reducing the amount from \$20,000 to \$15,000. J. Kluge second.

B. Cusick expressed his hope that when all is done, the difference between parties is mended. He also expressed his respect for both EMS and FD. This Town will be much better off in the long run.

Steve Stancek would like to hear the Town Manager's reasoning why we need to vote on merging EMS and Fire at this time.

R. Aylesworth responded that depending on how things take shape, we wanted to be able to consolidate these departments if all things boil down to necessitating it. The result may not be that EMS/FD combine, but still have cross training. Basically the change is for FD authority. Any decision on combining EMS/FD will be made going forward. All options are on the table.

Hearing no further discussion, Moderator Beaufait called for a vote on the amendment of Article 12. Unanimous vote in favor.

Vote on Article 12 as amended. Unanimous in favor. Article 12 PASSED as amended.

**Article 13:** To see if the Town will vote to appropriate the sum of \$10,000 from available undesignated general fund balance for community master planning. (Majority vote required)

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

M. Smith moved to accept Article 13 for discussion. J. Kluge second.

J. Kluge believes the Town needs this help to move this program on. This is a way to help design the future of the Town. He would appreciate votes in favor of Article 13.

C. Aufiero is not in favor of this article. She believes that hiring out is not the answer. The people of Enfield should work on the Master Plan. People on the outside don't know Enfield as the residents do. She is hoping people will vote against Article 13

D. Kiley hopes that everyone will vote in favor of Article 13. The Master Plan has not been updated since 1995. There were some changes in 2006 but those were never approved.

David Fracht spoke in favor of Article 13. This article is for hiring a facilitator for assisting in gaining a good foundation in writing a master plan. It is the ultimate responsibility for the Planning Board to come

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up with the Master Plan. The Town is currently losing grant money without having an approved, up-to-date Master Plan.

K. Gotthardt spoke as a member of the Planning Board and the Zoning Board of Adjustment (ZBA) and spoke in favor of Article 13. He explained the ZBA can only make decisions on issues that come before the ZBA based on the current rules. The Master Plan is the first thing needed to make changes to the zoning rules.

E. McLaughlin spoke as a board member of the Upper Valley Lake Sunapee Regional Planning Commission and as a member of the ZBA. Article 13 is to hire a facilitator to improve the process. Also to assist in understanding what grants are available and any legislative changes. He urged all to support Article 13.

Hearing no further discussion, Moderator Beaufait called for a vote on Article 13. Unanimous vote in favor. Article 13 PASSED.

Moderator Beaufait asked that any who signed the petition for paper ballot voting on Article 11 to please stand as it was necessary that at least 5 of the petitioners be present. He confirmed there were at least 5 petitioners present.

**Article 14:** To see if the town will vote pursuant to RSA 162-K:9, IV to extend the term of the current Enfield Tax Increment Finance District and tax increment financing plan, which is scheduled to expire on February 8, 2020, to February 8, 2030. (Majority vote required)

J. Kluge made a motion to accept Article 14 for discussion. K. Stewart Plumley second.

R. Aylesworth spoke to Article 14 and presented a PowerPoint overview which pertains to this article and is a permanent part of this record.

S. Beaufait asked for clarification on taking out loans for things we could otherwise pay for. Are we being asked to continue this because we have an outstanding loan?

R. Aylesworth said normally the time period for a TIF district is married up to the repayment period of funding. Having the TIF expire before the debt service puts a risk on the Town's cash flow.

Wendell Smith asked why the Budget Committee didn't speak to this Article.

Moderator Beaufait answered that the Budget Committee was not involved because there is no appropriation.

W. Smith noted the Town is still going to owe the money for the next 10 years.

S. Eaton said it is supported directly from the taxes in the TIF district fund.

Steve Stancek – remembered supporting the TIF District in 2005 and is in favor of it now. TIF was to support development and new businesses in the TIF district.

Nate Miller spoke as Chair of the TIF District Advisory Committee and expressed the benefits of using TIF financing for the Route 4 sewer and water extension project; banks view having TIF funds as very safe and this give the Town the ability to negotiate a good interest rate. He encouraged everyone to support Article 14.

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Tim Jennings asked if the Town has any projects in line that we would like the TIF District to fund in the future.

R. Aylesworth explained the TIF District funds and other funds are consolidated into one shared operating account for cash flow. As cash flow improves we can begin to consider increasing the annual amount of debt service payments, and we can also seriously consider other projects within the TIF District.

Dominic Albanese made a point of order stating that any projects would need Town Meeting approval even if funded with TIF funds.

D. Fracht moved the question.

Hearing no further discussion, Moderator Beaufait called for a vote on Article 14. Ayes carry.

Moderator Beaufait called for a vote on Article 14 by a show of cards. Majority in favor. Article 14 PASSED.

**Article 15:** To see if the Town will vote to raise and appropriate the sum of \$422,168 to be placed in the Capital Improvement Program Capital Reserve Fund.

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

K. Plumley Stewart made a motion to accept Article 15 for discussion. M. Smith second.

R. Aylesworth previously spoke to Article 15 and the previously presented PowerPoint overview which pertains to this article is a permanent part of this record.

Hearing no discussion, Moderator Beaufait called for a vote on Article 15. Majority in favor. Article 15 PASSED.

**Article 16:** To see if the Town will vote to raise and appropriate the sum of \$75,000 for wastewater planning, and to authorize the issuance of not more than \$75,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33) and to authorize the municipal officials to issue and negotiate such bonds or notes and to determine the rate of interest thereon; said borrowing to be from the NHDES Clean Water State Revolving Fund of which 100% of the principal is to be forgiven. There will be an interest payment due in 2019. The Municipal Sewer System Capital Reserve Fund, which the Board of Selectmen are agents to expend, will be used for the interest payments for the life of the loan.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

M. Smith made a motion to accept Article 16 for discussion. J. Kluge second.

R. Aylesworth spoke to Article 16.

R. Aylesworth this Article would give the Town the ability to work with a consultant to do a feasibility study for separating from the City of Lebanon wastewater facility. Until we study this, we won't know



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the costs. We need to look at all options and understand the current state of industry technology. It's 100% principal forgiveness so is essentially a \$75,000 grant for which we will pay \$1500 in interest.

Hearing no further discussion, Moderator Beaufait called for a vote on Article 16 by paper ballot.

A Bonnette made a motion to table Article 16. Motion was seconded. Unanimous in favor.

Moderator announced the results of Article 11. 151--YES 16--NO Article 11 PASSED.

M. O'Brien made a motion to restrict Articles 13, 14 & 15 for reconsideration. S. Hagerman seconded. Unanimous vote to restrict Articles 13, 14 & 15 for reconsideration.

**Article 17:** To see if the Town will vote to adopt the provisions of RSA 41:14-a and authorize the Board of Selectmen to acquire or sell land, buildings or both.

J. Kluge made a motion to accept Article 17 for discussion. K. Plumley Stewart second.

R. Aylesworth explained this article is to give authority to the Board of Selectmen to efficiently sell any property gifted to the Town that the Town does not otherwise have public use for.

W. Smith asked if there was any tax consequence in either direction. What implications does this have on the budget?

R. Aylesworth answered that the goal is to get property back onto the tax rolls as quickly as possible unless the property would serve some public purpose. There would still be public noticing of all property considered for sale.

S. Eaton asked if this article would include purchasing property.

R. Aylesworth yes, but to purchase, the funds need to be in the budget to purchase; the goal is to have authority to sell property.

Attorney Raymond explained the statute was created to allow Towns to move property more quickly rather than having to wait for Town Meeting. There has to be 2 public hearings before property can be bought or sold and 50 voters can petition to put it on the Town meeting to stop the process. It does not override the appropriation process.

T. Jennings asked if approved would this be added to the list of Articles each year that are in the Town Report as "Approved Until Rescinded".

R. Aylesworth answered that A. Bonnette will add it as requested.

Attorney Raymond said once this is approved it is automatically approved until rescinded by a subsequent Town Meeting.

Hearing no further discussion, Moderator Beaufait called for a vote on Article 17 by show of cards. Unanimous in Favor. Article 17 PASSED.

K. Plumley Stewart made a motion to take Article 16 off the table. M. Smith second. Unanimous vote for taking Article 16 off the table.

## 2019 Town Meeting Minutes-Town of Enfield, New Hampshire

For Article 16, results were: 105 votes; 2/3 majority needed (70 votes); 99 YES 6 No. Article 16 PASSED.

**Article 18:** *(By Petition)* “To see if the Town of Enfield will increase the Town of Enfield’s Veterans Disability Property Tax credit to the sum of \$2,000 (Two thousand dollars).”

K. Plumley Stewart made a motion to accept Article 18 for discussion. M. Smith second.

R. Aylesworth spoke to this Article. At present, the Town knows of 17 residents that qualify for the credit, and the effect on the budget would be an increase of approximately \$10,200 that would have to be absorbed by other tax payers or an increase of about 2 cents/\$1,000 estimated in the tax rate.

S. Patten asked if this was only for Disabled Veterans.

Julie Huntley answered that this was only for 100% totally and permanently disabled with certification from the Veteran’s Administration.

P. Shipman moved to amend Article 18 raising the amount of the deduction to \$4000. E. McLaughlin second.

J. Patten not in favor of this amendment.

M. Diehn stated that he is going to trust the VA experts in determining disability and is in favor of this amendment.

S. Eaton would like clarification if it’s only for permanent and totally disabled Veterans. And is it only on the Municipal tax portion?

Attorney Raymond stated the statue reads; permanent and total service connected disability or double amputee or paraplegic because of a service connected injury or the surviving spouse.

R. Aylesworth spoke to this amendment having an effect on the tax rate of approximately 8 or 9 cents per \$1000. This would only affect the Municipal tax rate portion.

Hearing no further discussion, Moderator Beaufait moved to vote on the amendment of Article 18 by show of cards. 28 For 46 Opposed. Amendment failed.

Moderator Beaufait moved to vote on Article 18 as originally written. Majority in Favor. Article 18 PASSED.

**Article 19:** *(By Petition)* “The following list of streetlights in the town of Enfield are no longer serving any town purpose. After reviewing the list and physically inspecting these streetlights, the Town Manager and the Chief of Police have determined that these streetlights serve no purpose and should no longer be funded with taxpayer money. (See Selectmen’s minutes September 17, 2018).”

We the voters of Enfield NH agree with the Town Manager and Chief of Police that our taxes should not be used to support streetlights that serve no purpose in our town.”

## 2019 Town Meeting Minutes-Town of Enfield, New Hampshire

STREETLIGHTS DETERMINED TO BE NO LONGER SERVING ANY TOWN FUNCTION						
BY THE TOWN MANAGER AND THE CHIEF OF POLICE						
	LINE	POLE		STREET		ANNUAL COST
1	33	7	0	BALTIC	ST	\$ 91.68
2	33	15	0	BALTIC	ST	\$ 91.68
3	33	16	0	BALTIC	ST	\$ 91.68
4	25	2	0	BROWN	ST	\$ 91.68
5	3	3	0	BUD MIL	RD	\$ 91.68
6	3	5	0	BUD MIL	RD	\$ 88.56
7	762	3	0	FITZGERALD	DR	\$ 91.68
8	762	5	0	FITZGERALD	DR	\$ 91.68
9	502	3	0	LOCKHAVEN	RD	\$ 91.68
10	23	24	0	MAPLE	ST	\$ 91.68
11	24	11	0	MAY	ST	\$ 91.68
12	13	5	0	OAK GROVE	RD	\$ 91.68
13	335	86	0	ROUTE 4A	RD	\$ 91.68
14	335	135	0	ROUTE 4A	RD	\$ 91.68
15	335	138	0	ROUTE 4A	RD	\$ 91.68
16	335	142	0	ROUTE 4A	RD	\$ 91.68
17	63	5	0	SHAKER	BLVD	\$ 91.68
18	63	9	0	SHAKER	BLVD	\$ 91.68
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20	63	17	0	SHAKER	BLVD	\$ 91.68
21	35	1	0	SLOAN	RD	\$ 111.24
22	4	4	0	WARREN	RD	\$ 91.68
<b>TOTAL ONE YEAR COST SAVINGS BY DECOMMISSIONING</b>						<b>\$ 2,033.40</b>
<b>TOTAL FIVE YEAR COST SAVINGS BY DECOMMISSIONING</b>						<b>\$ 10,167.00</b>
<b>TOTAL TEN YEAR COST SAVINGS BY DECOMMISSIONING</b>						<b>\$ 20,334.00</b>

“This Warrant Article is advisory only.”

K. Plumley Stewart made a motion to accept Article 19 for discussion. M. Smith second.

Kurt Gotthardt gave a history of this project and in closing stated the he is asking for support of this Article, for several reasons, including to help the environment, reduce the amount of light pollution, and help preserve the nighttime sky so that people can continue to enjoy the stars at night.

J. Kluge commented that the savings is not significant to make changes to the current lights and is more concerned about safety.

Chief Holland spoke about reviewing all lights and at this point couldn't say in good conscious that he is in the same position on the lighting as he was when initially reviewed as some lights have had maintenance or have been fixed.

N. Miller stated that he works with highway safety issues and was wondering if there was any crash history, site distance issues or pedestrian activities at these street light locations?

## 2019 Town Meeting Minutes-Town of Enfield, New Hampshire

Chief Holland responded that any lights at intersections, corners or with crash site histories were immediately removed from the original list.

General discussion was had regarding safety, cost and decommissioning lights or changing out to LED.

J. Patten called the question.

Hearing no further discussion, Moderator Beaufait called for a vote on Article 19 by show of cards. 40 For 29 Opposed. Article 19 PASSED.

Howard Schaffer asked when the lighting changes would take place.

R. Aylesworth answered within one year.

**Article 20:** To hear the reports of agents, auditors, committees, or any other officers heretofore chosen and pass any vote relating thereto

J. Kluge made a motion to accept Article 20 for discussion. K. Plumley Stewart second.

An announcement was made that the winner of the vote for 2019 Enfield Town Flower was the Common Milkweed.

Moderator Beaufait thanked everyone for their assistance during his tenure as moderator.

No other reports of agents, auditors, committees, or any other officers were presented.

**The meeting adjourned at 2:40 p.m.**

Respectfully submitted,



Wendy Huntley  
Deputy Town Clerk



Watchful Mom by Susan Brown

### Moderator's Rules

**Thank you for attending and participating in our traditional  
Enfield Town Meeting 03/16/2019.**

**Purpose:** Debate of the Warrant Articles, with legitimate differences of opinion and Final Decisions to be made by this body; Constructive discussion & feedback by this body, Town officials & Administration.

**Moderator's role:** To facilitate your meeting by orderly, fair, even-handed and civil debate of germane issues. Strict Roberts Rules and fancy parliamentary shenanigans are out of order. **Any ruling by the Moderator can be over-ruled by a majority of this body.**

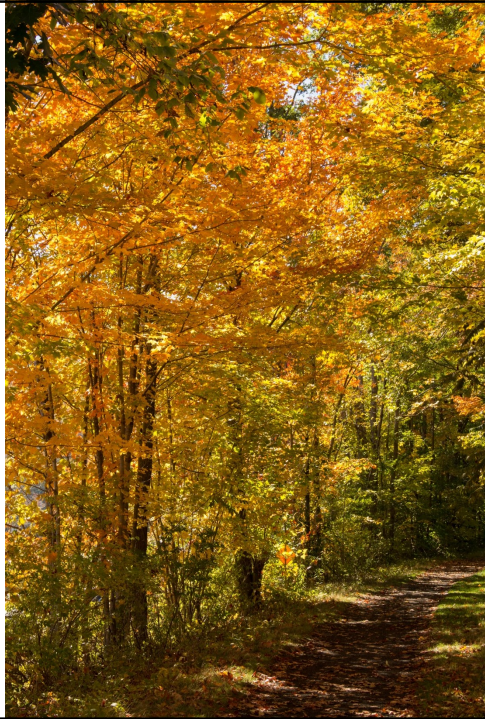
- A. ONLY ONE amendment at a time will be allowed, without amendments to amendments. Like-wise, only one motion will on the floor at all times.
- B. Negative amendments or motions will not be accepted (amendments/motions that require a "no" to pass).



Mascoma Lakeside Park at Sundown by Brittney Cole

- C. Legally allowed amendments, germane to the **SUBJECT of ANY original, WARNED ARTICLE**, including petition articles can be made, explained, discussed, and debated. Amendments must be written. Passage or failure of amendments will be determined by vote. Final votes will determine the outcome for each Article. The wording of certain Articles is legally prescribed, and may not be amended.
- D. RSA 40:7: **“No person shall speak without leave of the moderator, nor when any person is speaking in order.”**
- E. Non-residents may speak to the Meeting regarding Warrant articles only with the consent of the meeting. There are usually issues regarding one or more Articles which non-resident input may be pertinent. **A motion regarding allowing non-resident(s) to speak or will be needed. (Majority vote required)**
- F. All Articles will be dealt with in the order printed in the published Warrant unless voted otherwise. We must take action on each & all Warrant Articles.





Autumn Rail Trail by  
Heather Warren

- G. We may need to move on to other business while completing paper ballot voting and counting regarding any Article. **A motion to Table each such Article until the votes are counted will be entertained as appropriate.**
- H. Everyone who speaks must use a microphone so they can be heard. If a voter is unable to reach one of the stand-up microphones, the voter should raise his/he hand and a hand-held one will be provided.
- I. Brevity is most effective. If you speak for more than just a very few minutes, you will probably not make your point effectively. Speakers must speak to the issue and not to individuals raising them. All comments will be directed to the moderator. Personal attacks, innuendos, and obstruction of orderly process, will be Ruled Out of Order.
- J. Each speaker may only speak once until everyone has spoken.



Sunlit Loon by Laurel Denison

- K. Previously, some residents expressed concern that debate was cut off too soon on some Articles, we have decided in recent years not to adopt rules limiting debate. Unless there a motion otherwise, there will be no a priori limits on debate. Considering the balance of fair and full discussion of all the Warrant Articles, with the continued presence of all of those attending this Meeting, motions to **Limit Debate** will be accepted, but will interpreted to allow those citizens on either side who have not yet spoken to the Issue already standing, or who immediately get in line at the microphone will be allowed up to 2 minutes each to speak.
- L. Motions to **Call the Question** will be similarly interpreted. **(2/3 Vote Required)**.
- M. **Requests for a Secret Ballot require advance written request of 5 voters prior, (or 7 voters immediately after a vote) present and identified at the Meeting.** Motions to **Restrict Reconsideration** are only in order **after** the Article(s) have been addressed and decided.
- N. IF the meeting is not finished by 11:00 p.m., the moderator will recess the meeting to a future date.





**Fog in the Hills by Sharelle Dixon**

<b>Common Motions</b>	<b>Second</b>	<b>Debate</b>	<b>Amend</b>	<b>Vote</b>	<b>Reconsider</b>
Main Motion (Warrant Article)	Yes	Yes	Yes	Varies	Yes
Amend a motion	Yes	Yes	No	Majority	Yes
Withdraw or modify a motion	No	No	No	Majority	No
Table or Resume the motion	Yes	No	No	Majority	Yes
Limit or extend debate	Yes	No	No	2/3	Yes
Division of the House	No	No	No	Honored	No
Point of Order	No	No	No	None	No



Photo by Jim Bonner

## Town Meeting – March 16, 2019

### March 12, 2019 Voting By Official Ballot – Total Ballots Cast: 419

**Article 1.** To choose by ballot all necessary Town Officers for the ensuing year.

For One Year: One Fire Ward – Kenneth Wheeler (263)

For Two Years: One Moderator - Lindsay A. Smith (372)

For Three Years: One Selectman – Meredith C. Smith (266)  
One Town Clerk – Sandra Romano (392)  
One Trustee of Trust Funds – Ellen H. Hackeman (364)  
One Cemetery Trustee – Donald J. Crate, Sr.  
( 15 write-in votes – pending acceptance)  
One Fire Ward – Wayne Claflin (260)  
One Library Trustee – Dominic C. Albanese (382)  
Two Zoning Board of Adjustment Members – Kurt R. Gotthardt (268),  
Edward McLaughlin (311)  
Three Budget Committee Members - Shirley A. Green (349),  
Gail E. Malz (295), Sam Eaton ( 7 write-in votes – pending  
acceptance)

**Article 2:** Are you in favor of the adoption of Amendment No. 1 for the Town of Enfield Zoning Ordinance as follows?

Amend definition of "Setback" in Appendix A:

"The distance between a building or structure and the nearest property line, wetland, or sewage disposal system. **Setbacks are to be measured from the drip line and include but are not limited to decks, roof overhangs, fireplaces, and any bump-outs on the structure.**"

279 YES -- 109 NO

**Article 3:** Are you in favor of the adoption of Amendment No. 2 for the Town of Enfield Zoning Ordinance as follows?

Amend Section 413 Non-Conforming Lots and Uses:

Any non-conforming uses existing on the effective date of this Ordinance shall be considered a lawful ~~lot use~~ and may be continued. Even though the lot ~~where the use is located~~ does not comply with the minimum lot size or frontage requirements, the ~~lot use~~ may be ~~continued built upon~~ provided all other standards of the district in which it is located are met.

Last two sentences: The replacement ~~uses (or buildings and structures, if applicable)~~ must be in the same location, and the same ~~or less~~ dimensions as before the damage. **The dimensions include length, width, and height of the original structure.**

295 YES -- 92 NO

**Article 4:** Are you in favor of the adoption of Amendment No. 3 for the Town of Enfield Zoning Ordinance as follows?

Amend the definition of "Accessory Dwelling Unit" in Appendix A:

A single apartment of no more than 800 square feet, containing no more than ~~two one~~ bedrooms and one bathroom, ~~must be connected to a single family dwelling as defined in RSA 674:71-73 by enclosed weather-tight space with continuous roof and continuous foundation.~~ The apartment **accessory dwelling unit** and main dwelling are exempt from district acreage density requirements and must remain under one ownership.

289 YES -- 93 NO

**Article 5:** Are you in favor of the adoption of Amendment No. 4 for the Town of Enfield Zoning Ordinance as follows?

Amend section 403 Special Exceptions to add "Kennels" to the following lists for provision of that use by special exception: Section 4. CB (Community Business District) and Section 6. Route 4 District.

268 YES -- 110 NO

**Article 6:** Are you in favor of the adoption of Amendment No. 5 for the Town of Enfield Zoning Ordinance as follows?

Amend Section 408 Signs, paragraph C:

C. Signs shall refer only to a use, activity or business carried on the lot upon which they are situated, except that the Zoning ~~Administrator~~ **Board of Adjustment** may grant permission ~~as a Special Exception~~ for erection, off the premises, of a limited number of non-illuminated signs, providing the following conditions are met:

1. Each sign not exceeding three square feet.
2. Intended solely to give directional information.
3. **No more than three signs for any one business townwide.**

**285 YES -- 104 NO**

**Article 7:** (Lease without Escape Clause) To see if the Town will vote to authorize the Board of Selectmen to enter into a long-term lease/purchase agreement in the amount of **\$170,000** payable over a term of seven (7) years for the purpose of leasing two DPW pickup trucks and associated plowing and sanding equipment (\$130,000) and one Fire Department support vehicle (\$40,000). The first payment will be due in 2020. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen is named agent to expend, will be used for the annual principal and interest payments for the life of the lease.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee does not recommend this article by a vote of 5-3.

**Article 7 as Amended:** (Lease without Escape Clause) To see if the Town will vote to authorize the Board of Selectmen to enter into a long-term lease/purchase agreement in the amount of ~~\$170,000~~ **\$130,000** payable over a term of seven (7) years for the purpose of leasing two DPW pickup trucks and associated plowing and sanding equipment (\$130,000) ~~and one Fire Department support vehicle (\$40,000).~~ The first payment will be due in 2020. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen is named agent to expend, will be used for the annual principal and interest payments for the life of the lease.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee does not recommend this article by a vote of 5-3.

**Article 8:** To see if the Town will vote to raise and appropriate the sum of **\$250,000** for George Hill Road improvements, to authorize the issuance of not more than \$250,000 of bonds or notes in accordance with the provision of the Municipal Finance Act (RSA 33) and to authorize the municipal officials to issue and negotiate such bonds or notes and to determine the rate of interest thereon. The first interest payment will be due in 2019. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen are agents to expend, will be used for the annual principal and interest payments for the life of the loan.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.

The Budget Committee recommends this article by a vote of 8-0.

**Article 9:** To see if the Town will vote to raise and appropriate the Budget Committee recommended sum of **\$6,677,736** for general municipal operations. This article does not include appropriations contained in special or individual articles addressed separately. (Majority vote required)

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

**Article 10:** To see if the Town will vote to raise and appropriate the sum of **\$25,000** to be placed in the Employee and Retiree Benefits Trust Fund. (Majority vote required)

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

**Article 11:** To see if the town will vote to change the form of organization of the fire department by eliminating the board of fire wards (RSA 154:1(d)), and having the fire chief appointed by the town manager, and the firefighters being recommended by the fire chief and appointed by the town manager pursuant to RSA 154:1(b).

**Article 12:** To see if the Town will vote to appropriate the sum of **\$20,000** from available undesignated general fund balance for fire/ambulance department transition planning. (Majority vote required)

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 2-1.  
The Budget Committee recommends this article by a vote of 7-1

**Article 12 as Amended:** To see if the Town will vote to appropriate the sum of ~~\$20,000~~ **\$15,000** from available undesignated general fund balance for fire/ambulance department transition planning. (Majority vote required)

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 2-1.  
The Budget Committee recommends this article by a vote of 7-1

**Article 13:** To see if the Town will vote to appropriate the sum of **\$10,000** from available undesignated general fund balance for community master planning. (Majority vote required)

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.



**Article 14:** To see if the town will vote pursuant to RSA 162-K:9, IV to extend the term of the current Enfield Tax Increment Finance District and tax increment financing plan, which is scheduled to expire on February 8, 2020, to February 8, 2030. (Majority vote required)

**Article 15:** To see if the Town will vote to raise and appropriate the sum of **\$422,168** to be placed in the Capital Improvement Program Capital Reserve Fund.

Special Warrant Article

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

**Article 16:** To see if the Town will vote to raise and appropriate the sum of **\$75,000** for wastewater planning, and to authorize the issuance of not more than \$75,000 of bonds or notes in accordance with the provisions of the Municipal Finance Act (RSA 33) and to authorize the municipal officials to issue and negotiate such bonds or notes and to determine the rate of interest thereon; said borrowing to be from the NHDES Clean Water State Revolving Fund of which 100% of the principal is to be forgiven. There will be an interest payment due in 2019. The Municipal Sewer System Capital Reserve Fund, which the Board of Selectmen are agents to expend, will be used for the interest payments for the life of the loan.

Special Warrant Article

2/3 Paper Ballot Vote Required

The Board of Selectmen recommends this article by a vote of 3-0.  
The Budget Committee recommends this article by a vote of 8-0.

**Article 17:** To see if the Town will vote to adopt the provisions of RSA 41:14-a and authorize the Board of Selectmen to acquire or sell land, buildings or both.

**Article 18: (By Petition)** “To see if the Town of Enfield will increase the Town of Enfield’s Veterans Disability Property Tax credit to the sum of \$2,000 (Two thousand dollars).”

**Article 18 as Amended: (By Petition)** “To see if the Town of Enfield will increase the Town of Enfield’s Veterans Disability Property Tax credit to the sum of \$4,000 ~~\$2,000 (Two thousand dollars).~~”

**Article 19: (By Petition)** “The following list of streetlights in the town of Enfield are no longer serving any town purpose. After reviewing the list and physically inspecting these streetlights, the Town Manager and the Chief of Police have determined that these streetlights serve no purpose and should no longer be funded with taxpayer money. (See Selectmen’s minutes September 17, 2018).”

“We the voters of Enfield NH agree with the Town Manager and Chief of Police that our taxes should not be used to support streetlights that serve no purpose in our town.”

“This Warrant Article is advisory only.”

STREETLIGHTS DETERMINED TO BE NO LONGER SERVING ANY TOWN FUNCTION						
BY THE TOWN MANAGER AND THE CHIEF OF POLICE						
	LINE	POLE	STREET		ANNUAL COST	
1	33	7	0	BALTIC	ST	\$ 91.68
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4	25	2	0	BROWN	ST	\$ 91.68
5	3	3	0	BUD MIL	RD	\$ 91.68
6	3	5	0	BUD MIL	RD	\$ 88.56
7	762	3	0	FITZGERALD	DR	\$ 91.68
8	762	5	0	FITZGERALD	DR	\$ 91.68
9	502	3	0	LOCKHAVEN	RD	\$ 91.68
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TOTAL ONE YEAR COST SAVINGS BY DECOMMISSIONING						\$ 2,033.40
TOTAL FIVE YEAR COST SAVINGS BY DECOMMISSIONING						\$ 10,167.00
TOTAL TEN YEAR COST SAVINGS BY DECOMMISSIONING						\$ 20,334.00

**Article 20:** To hear the reports of agents, auditors, committees, or any other officers heretofore chosen and pass any vote relating thereto.

## Common Milkweed



Presented as the Winner of the vote for 2019 Enfield Town Flower

- It has been an honor and a privilege to serve as Enfield Town Moderator.
- Running Town Meetings and Elections has been a team effort. Thanks to the Ballot Clerks, Supervisors of the Checklist, the Town Clerks, numerous volunteers, and especially the Assistant Moderator, John Carr.
- Enfield will be in good hands with our new Moderator, Lindsay Smith, and Scott Gerlach as Assistant Moderator.

Thanks,  
David Beaufait  
Moderator Enfield



# **2019 Annual Town Meeting – Overview of Capital Improvement Program and Related Warrant Articles (Articles 7, 8, & 15)**

March 16, 2019

1



# **Capital Improvement Program (CIP)**

Year 8  
(initiated in 2012)

2



## CIP Overview

- Initiated in 2012
- Develop and maintain a strategic 6-year rolling Capital Improvement Plan
- Develop an affordable funding strategy to cover our short-term and long-term capital needs
- To smooth out the tax impact through timing purchases and methods of financing
- Identify funding sources

3



## CIP Overview

- Initiated
- Develop Capital
- Develop short-te
- To smo purchas
- Identify



4





## **Capital Item Funding Sources**

- Capital Reserves (CIP, Water, Sewer, etc.)
- Trust Funds (Huse Park, Lakeside Park, Employee & Retiree Benefits, Fuel Assistance, etc.)
- Tax Increment Finance (TIF) District Fund
- Municipal Taxes and User Fees
- Undesignated Fund Balance
- Grants (often requires some % of municipal match)
- Donations (tax deductible)

5



## **Capital Item Purchasing Methods**

- Cash Purchase (Lump Sum, Interest Free)
- Borrowing (Principal & Interest)
  - Bank/Government Loans
  - Bonds
  - Commercial Leases

6



## Operating Procedures

- The CIP Committee is striving to grow the value of the reserves over the long-run to increase the amount of projects, vehicles and equipment that are purchased with cash (as opposed to being financed)
- Consideration is given to an item's gross cost as well as interest expenses and indirect costs that will be accrued to provide true out of pocket costs (full cost accounting)
- The Town Manager requires departments to obtain competitive pricing information for items before requests are advanced to the CIP Committee for inclusion in the CIP Plan and presented to Town Meeting voters for funding approval (in the case of items being financed)
- The Town Manager and CIP Committee actively search for the most cost-effective options for items being financed (i.e., multi-year vehicle leases, bank loans, etc)

7



## 2018 Capital Projects, Vehicles & Equipment Upgrades - COMPLETED

	<u>Budgeted Amounts</u>
Crystal Lake Road Improvements (Resurfacing & Drainage)	\$180,000*
10-Wheel Dump Truck	\$170,000
Police Cruiser (Marked Sedan)	\$32,000
Water/Sewer Service Truck	\$45,000
Municipal Facilities Optimization Study	\$25,000
Emergency/Unplanned Equip. Replacement (Police Station Server, Well Pump, LSV Pump Station Gen.)	\$32,400

\*Approximately \$122,000 of this project was funded from a supplemental Highway Block Grant (which was fully expended in 2018), leaving up to \$58,000 in funding from the CIP-CRF (which will be used as needed in 2019 to finish remaining drainage improvement work)

8



## 2018 Capital Projects & Vehicle Replacements



DPW Water/Sewer Service Truck



Crystal Lake Rd Improvements



DPW 10-wheel Dump Truck



Police Cruiser



## Current Capital Reserve Balances (as of December 31, 2018)

Capital Reserve Fund	Value
CRF-Town Municipal Facilities & Equip	\$13,999.59
CRF-Reappraisal	\$2,185.65
CRF-Ambulance	\$3,029.09
CRF-Municipal Water System	\$175,195.57
CRF-Fire Vehicles & Equipment	\$48,246.38
CRF-Cemetery	\$3,826.14
CRF-Water Meter/Back Flow Preventer	\$13,729.65
CRF-Municipal Sewer System	\$86,577.44
CRF-Land Acquisition	\$125,705.19
CRF-Library Technology	\$2,165.61
CRF-Sidewalk Construction	\$16,414.32
CRF-Bridge Construction	\$2,073.57
CRF-Salt/Sand Facility	\$151.66
CRF-Library Building	\$293,047.43
CRF-Capital Improvement Program (CIP)	\$1,124,245.66
<b>TOTAL CAPITAL RESERVE FUNDS</b>	<b>\$1,910,592.95</b>



## 2018 Capital Projects - DEFERRED

	Budgeted Amounts
Huse Park Basketball Court	\$15,000
Whitney Hall Parking Lot	\$15,000
Transfer Station Office Trailer Repl.	\$6,500
Community Building Security/Locks	\$3,000*

\*The anticipated total cost of this project is \$6,000 with 50% of the cost being covered by partnering community nonprofit organizations

11



## 2019 CIP-CRF Balance Sheet (Reflects Year End Balance)

	2016	2017	2018	2019 (est.)
CIP-CRF Available Balance	\$822,351	\$1,019,223	\$1,124,245	\$1,178,439
CIP-CRF Liabilities (cumulative for all debt service)	\$1,032,890	\$1,150,865	\$1,363,503	\$1,688,827

The sizable increase in CIP-CRF cumulative liabilities estimated in 2019 is attributable to the additions of the proposed replacement vehicles (DPW and FD) and the George Hill Road reconstruction project.

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## CIP Committee Approved Projects & Equipment Upgrades - 2019

	Cash	Financed
PD Base Radio System	5,000.00	
PD Building Renovations	11,000.00	
ETO Physical Application Server	11,500.00	
Municipal Facilities Planning (additional)	20,000.00	
Crystal Lake Road		58,000.00
Huse Park Basketball Court		15,000.00
Police Cruiser	30,000.00	
Cat Grader Overhaul	25,000.00	
DPW Pickup (Highway Supervisor Truck)		35,000.00
Ford 550 (with plow/wing/sander)		95,000.00
TS Zero-sort Compactor	20,000.00	
George Hill Road Reconstruction		250,000.00
CB Security/Locks		3,000.00
Depot Street Station (Various Improvements)	10,000.00	
Fire Support Vehicle		40,000.00
Firefighter Air Cylinders	30,000.00	

Items deferred from 2018 to 2019



## CIP Committee Approved Projects & Equipment Upgrades - 2019

	Cash	Financed
PD Base Radio System	5,000.00	
PD Building Renovations	11,000.00	
ETO Physical Application Server	11,500.00	
Municipal Facilities Planning (additional)	20,000.00	
Crystal Lake Road		58,000.00
Huse Park Basketball Court		15,000.00
Police Cruiser	30,000.00	
Cat Grader Overhaul	25,000.00	
DPW Pickup (Highway Supervisor Truck)		35,000.00
Ford 550 (with plow/wing/sander)		95,000.00
TS Zero-sort Compactor	20,000.00	
George Hill Road Reconstruction		250,000.00
CB Security/Locks		3,000.00
Depot Street Station (Various Improvements)	10,000.00	
Fire Support Vehicle		40,000.00
<b>\$15,000</b> Firefighter Air Cylinders	30,000.00	



## 2019 Town Meeting CIP-Related Warrant Articles

15



### Article 7 (Vehicle Replacements)

*(Lease without Escape Clause) To see if the Town will vote to authorize the Board of Selectmen to enter into a long-term lease/purchase agreement in the amount of **\$170,000** payable over a term of seven (7) years for the purpose of leasing two DPW pickup trucks and associated plowing and sanding equipment (\$130,000) and one Fire Department support vehicle (\$40,000). The first payment will be due in 2020. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen is named agent to expend, will be used for the annual principal and interest payments for the life of the lease.*



## Article 7 (Vehicle Replacements)

	<u>Funding Source</u>	<u>Purchase Method</u>	<u>Principal</u>
<b>DPW F-550 Plow Truck</b>	<b>CIP-CRF</b>	<b>Lease-Purchase</b>	<b>\$95,000</b>
<b>DPW Hwy Super Pickup Truck</b>	<b>CIP-CRF</b>	<b>Lease-Purchase</b>	<b>\$35,000</b>
<b>FD Support Vehicle</b>	<b>CIP-CRF</b>	<b>Lease-Purchase</b>	<b>\$40,000</b>
<b>Total</b>			<b>\$170,000</b>

All three vehicles will replace existing vehicles that are approaching (or have exceeded) their useful life

No impact on 2019 tax rate - funds have already been raised from prior year appropriations to the CIP-CRF

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**2009 Ford F-550 Truck w/ Plow, Wing & Sander**  
**In Service Roughly 10 Years**  
**~45,000 Miles/~4,600 Engine Hours**  
**Used to Plow Enfield Village**  
**Greater Need of Repairs, Corrosion**



**2009 GMC 3/4 Ton Pickup**  
**(Highway Supervisor Vehicle)**  
**>110,000 Miles**  
**In Service Roughly 10 Years**  
**Motor Problems and Corrosion**





### **2003 Ford F-250 Pickup Truck ("Car 1")**

**~40,000 Miles**

**Responds to FD Calls That Don't Necessitate a Larger Apparatus**



## **Article 7 – Additional Information**

- The three vehicles will likely be combined into a single capital lease-purchase package
- Anticipated that the lease-purchase will be for a 7-year period
- Interest rate is anticipated to be 4.0-4.5% based on current market conditions
- The two "surplus" DPW vehicles will be sold via competitive bidding process (i.e., online auction)
- The FD support vehicle being replaced will either be traded in to reduce the purchase price of the new support vehicle or sold via competitive bidding process
- The Budget Committee supports replacing the two DPW vehicles, as proposed. A majority of Budget Committee members voted to not recommend replacing the Fire Department pickup truck at this time.





## Article 8 (George Hill Road Reconstruction)

*To see if the Town will vote to raise and appropriate the sum of **\$250,000** for George Hill Road improvements, to authorize the issuance of not more than \$250,000 of bonds or notes in accordance with the provision of the Municipal Finance Act (RSA 33) and to authorize the municipal officials to issue and negotiate such bonds or notes and to determine the rate of interest thereon. The first interest payment will be due in 2019. The Capital Improvement Program Capital Reserve Fund, which the Board of Selectmen are agents to expend, will be used for the annual principal and interest payments for the life of the loan.*



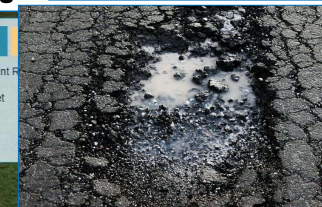
### George Hill Road Reconstruction

~1 Mile (#414 to Springfield town line)

Road has not been reconstructed in >30 years

A simple overlay is not a cost-effective solution

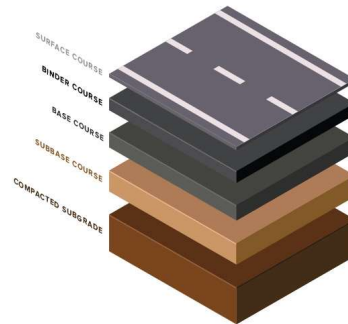
Maintenance needs exceed annual paving budget





## Article 8 – Additional Information

- The project will be funded with a bank loan
- Anticipated that the loan will be for a 20-year period
- Interest rate is anticipated to be 3.0-3.5% based on current market conditions
- The Budget Committee voted unanimously to recommend passage of this article



## Article 15 (Appropriation to CIP) – Part 1 of 3


*To see if the Town will vote to raise and appropriate the sum of **\$422,168** to be placed in the Capital Improvement Program Capital Reserve Fund.*

The proposed 2019 appropriation represents a **\$26,200 increase** over 2018 appropriation (\$395,968)

Estimated Impact on Municipal Tax Rate =


**\$0.77** per \$1,000 in assessed value

(tax impact was roughly \$0.72 per \$1,000 in 2018)



### Proposed Future Appropriations to the CIP-CRF (Part 2 of 3)

	YEAR	AMOUNT APPROPRIATED
Past ↑ ↓	2012	\$210,168
	2013	\$264,845
	2014	\$291,783
	2015	\$317,368
	2016	\$343,568
	2017	\$369,768
Present →	2018	\$395,968
	<b>2019</b>	<b>\$422,168</b>
Future ↑ ↓	2020	\$448,368
	2021	\$474,568
	2022	\$500,768
	2023	\$526,968
	2024	\$553,168
	2025	\$579,368
	2026	\$605,568



\$26,200

\$26,200

\$26,200

\$26,200

\$26,200


\$26,200

\$26,200

\$26,200

\$26,200

25



### Article 15 (Appropriation to CIP) – Part 3 of 3 Estimated Impact on 2019 Tax Payments

House Assessment	Tax Increase
\$150,000	\$7.50
\$250,000	\$12.50
\$400,000	\$20.00

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## **2018-19 Capital Improvement Program Committee**

Bob Cusick  
Sam Eaton  
Dan Kiley  
Ed McLaughlin  
Keith Thomas  
Holly West  
Kate Stewart  
Dominic Albanese  
Ryan Aylesworth, Town Manager

THANK YOU (the residents) for your ongoing support of the CIP.  
This process is critical in maintaining a sound fiscal program.

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## Enfield Budget Committee 2019 Municipal Budget Proposal

***"To assist voters in the prudent  
appropriation of public funds"***

**-NH RSA 32:1**

1

### **ENFIELD 2019 BUDGET PLAN**

#### **Process:**

- Committee meets throughout the year
- Committee meets with each town department
- Committee examines budget requests, revenues

#### **Objective:** To prepare a responsible budget for the Town

- Maintain core services
- Support Enfield's QoL experience
- Ensure that funding proposals align with ongoing department-/town-level strategic planning efforts
- Reinforce and encourage town efficiencies
- Make responsible budget decisions to minimize impact on taxpayers

2

### **Summary of 2018**

- Maintained town services @ 2017 levels
- Strategic governance project helped lay out a vision for the future, and articulate priorities essential to Enfield's QoL, and the resulted in the development of strategic plans by each operating department that informed initial budget requests.
- Continued support for CIP long-term capital plan
  - Funded Capital Improve. Program Capital Reserve Fund (CIP-CRF)
  - CIP-CRF Appropriation = \$396,968 (\$26,200 increase from 2017)
- Town meeting approved budget estimated needing to raise \$4.29M through property taxes
  - Actual \$4.14M
- Estimated tax rate = \$7.58/\$1000 valuation
  - Actual tax rate = \$7.53/\$1000

3

### **End of 2018:**

- Low debt level
- NPTR is expected to decline slightly in 2019
  - High level of land use change taxes collected cannot be expected
  - Lack of "surplus" municipal property to sell
- High rate of property tax receipts (~96%)
- Solid long-term capital plan (CIP)
- Solid plan to begin erasing the Sewer Fund deficit

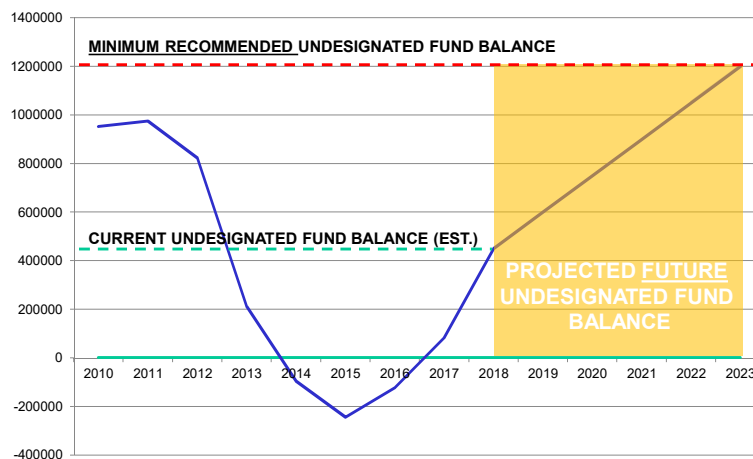
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### **Areas to Watch - GF Undesignated Fund Balance**

- The General Fund's undesignated fund balance was depleted following several years of significant unexpected costs and accounting errors, and this led to a deficit beginning in 2015.
- Surpluses in 2016 and 2017 helped eliminate the deficit and return the Town to a positive undesignated fund balance.
- A healthy surplus is expected for 2018 (the exact amount of the surplus will be confirmed once the Town's independent auditor files the MS-535 with the NH Dept. of Rev.) and this will help bring the Town's undesignated fund balance closer to desirable levels (10-15% of the value of the annual operating budget).
- Once the undesignated fund balance rises to the target range, it will be advisable to begin using these funds to offset certain significant non-recurring costs.

5

### **General Fund - Undesignated Fund Balance**



6

## **2019 Budget Considerations**

### **Overall Town and Regional Economy**

- Healthy economy
- Low unemployment rate in NH and UV

**Initial Target:** Formulate the recommended budget to keep estimated spending increase around 2%, but recognize that there may be a need to support additional increases to allow new initiatives outlined in department strategic plans

7

## **2019 Budget Considerations**

### **NPTR continuing upwards trend in certain areas**

- Car registrations:
  - 2008, \$578K
  - 2016, \$974K
  - 2017, Over \$1 Million
  - 2018, Over \$1 Million
- Conservative 2019 NPTR projections

### **Cost Centers Required Significant Funds**

- Employee benefits (e.g. retirement, workers' comp, healthcare)
- General cost of doing business
- Employee continuing education/training. (Ambulance \$10k, Police \$7.5k, Fire \$21k)

### **Continued capital needs (infrastructure, equipment)**

- Long-term CIP/TIF in place and working well
- Building study is concluding

8



## **2018 Final Operating Budget Proposal**

### ***Expenditures & Revenue Summary***

Operating Budget Appropriations	
\$6.67M	
CIP-CRF/Gen. Fund SWA Appropriations	\$422,000
Employee & Retiree Trust Fund Approp.	
\$25,000	
Veterans Tax Credits	
\$63,000	
Projected NPTR from Gen. Fund	- \$1.74M
Water & Sewer User Fees	-
\$861,000	
NH Route 4A Sewer Ext. Debt Service	-
\$136,000	
TIF Debt Service	
- \$162,000	
<b>To be raised from property taxes:</b>	<b>\$4.28M</b>

8

### ***Projected Tax Rate (Municipal Portion ONLY)***

- \$7.73 to \$7.84 per \$1000 valuation
- 2.65%-4.12% over 2018 actual rate (spending increase of only 1.75% when Lakeview project debt service is removed)
- Tax rate is set by State of NH with input from Selectboard and Town Manager

8

## **Highlights of Proposed 2019 Budget**

- **Near level operating spending across departments**
  - Conservative projection of NPTR
  - Conservative increase in property values (town wide property revaluation will take place in 2019)
  - All core town activities and services maintained while finding ways to incorporate new initiatives proposed from strategic planning
  - Maintains existing staffing levels (maximal 2.5% merit-based salary and wage increases for existing personnel)
- **Continued funding of CIP**
  - Appropriating \$422K into the CIP-CRF (8<sup>th</sup> annual 5-cent tax increase to support CIP 15-year plan).

9

## **2019 Enfield Budget Proposal**

The Budget Committee recommends a budget of \$6,677,736 with an estimated municipal tax rate of **\$7.79 per \$1000 in valuation** (including CIP)

- *3.39% rate increase vs 2018 actual rate*
- *Approx. \$26 per \$100K in assessed property value*

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## ***2017-18 Enfield Budget Committee***

Dominic Albanese  
Eric Crate  
Mike Diehn  
Sam Eaton (Chair)  
Mark Eisener  
Shirley Green (Vice Chair)  
John Kluge (Ex-Officio)  
Erik Russell  
Jean Patten  
Nancy Smith

*Administration Liaison: Ryan Aylesworth, Town Manager*

***The Committee appreciates and thanks the CIP, Town Administration and Employees for their input, cooperation and dedicated service to the Town.***

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# 2019 Annual Town Meeting – Overview of Fire Department-related Warrant Articles (Articles 11 & 12)

March 16, 2019

1



## Introduction

- We all deeply value past and present volunteers of the Fire and Ambulance departments
- If Article 11 is approved, the importance of call/volunteer members of the Fire Department will not change
- The Board of Selectmen and Town Administration remain committed to operating a (cost) effective call/volunteer fire service for the long-term.

2



## Fire Department Overview – Current State

- Fire Department operates under the fireward system, a separate governing entity from the Selectboard/Town Manager.
- Firewards - elected by the voters; they appoint the fire chief.
- Fire chief - appoints all firefighters.
- Current roster - 29 call members (command staff + firefighters)  
Members receive hourly wages for time worked
- Dispatch - Hanover Communications Center
- Regional Mutual Aid - neighboring towns respond to Enfield calls and Enfield responds to theirs.
- Facilities - fire equipment is currently housed in 3 locations
  - Union Street Station (Primary Station)
  - Enfield Center Station (Satellite Station)
  - Shedd Street Garages (Auxiliary Equipment Storage)

3



## Strategic Planning (1 of 2)

*Spring of 2018:* Enfield town officials & leaders began working with the Center for Strategic Governance to help develop strategies for achieving outcomes that benefit Enfield residents.

### Operating Departments/Functional Areas

- Governance, Finance and Administration
- Public Works
- Police
- Fire
- Ambulance
- Library
- Recreation
- Community & Economic Development



## Strategic Planning (2 of 2)

Municipal departments developed their strategic thinking and 5-year plans (2019-2023) over a 5-month period in close coordination with Town administration.

### Collaborating Parties:

- Departments
- Town Manager
- Center for Strategic Governance

Each plan includes the following elements:

- **Mission** – Why the organization exists (enduring purpose).
- **Vision** – How the mission will be achieved over time.
- **Outcomes** – Constituent-centered results to be achieved.
- **Investments** – Initiatives/resources to achieve outcomes.
- **Structures and Staffing** – How to organize to do work.
- **Operations and Procedures** – Best practices.
- **Schedule** – Timeline to achieve planned outcomes.



## Challenges Facing the Fire Dept. (1 of 3)

- As the Fire Department's command staff began engaging in the strategic governance process, it became apparent that – unlike other operating departments – a wide range of historical performance data did not exist – indicating that certain vital functions were not operational and posed a risk to public safety.





## Challenges Facing the Fire Dept. (2 of 3)

- Areas lacking data collection/monitoring:
  - Call types (i.e., structure fire, motor vehicle crash, wires down, alarm activation, public assist, etc.)
  - Average call response time
  - Levels of non-response
  - Levels/types of mutual aid response (Lebanon, Canaan, Grafton, Hanover, Grantham, etc.)
  - ISO fire ratings (influences homeowners insurance rates; helpful for comparative analysis with other FDs)
  - Levels of (non)compliance with National Fire Protection Association (NFPA) standards

**Resources:**  
 · Hanover  
 Dispatch  
 service logs  
 · NFPA

In order to self-identify/correct issues and effectively promote public safety, high-functioning fire departments collect and analyze these types of data as a standard practice to establish a baseline and ultimately evaluate progress.

7



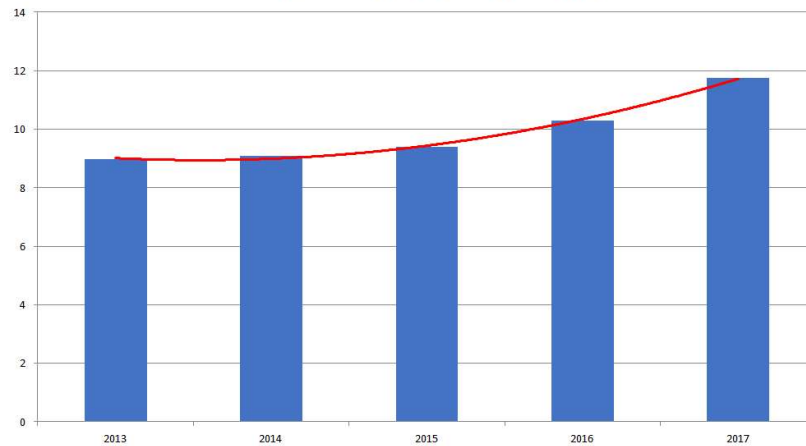
## Challenges Facing the Fire Dept. (3 of 3)

- Both Fire and Ambulance face significant issues with maintaining adequate numbers of active volunteers.
- Declining levels of volunteerism is partially the result of forces beyond our control
  - Residents holding multiple jobs or commuting long distances
  - Aging population (decreasing pool of volunteers)
- Declining levels of volunteer participation negatively impacts response times and service effectiveness if not addressed.
- Cross-training Fire & EMS has proven effective in other communities at reversing declining volunteerism (the Enfield FD had not previously pursued this)
- A large proportion of the Fire Department's membership lacks formal certification

8



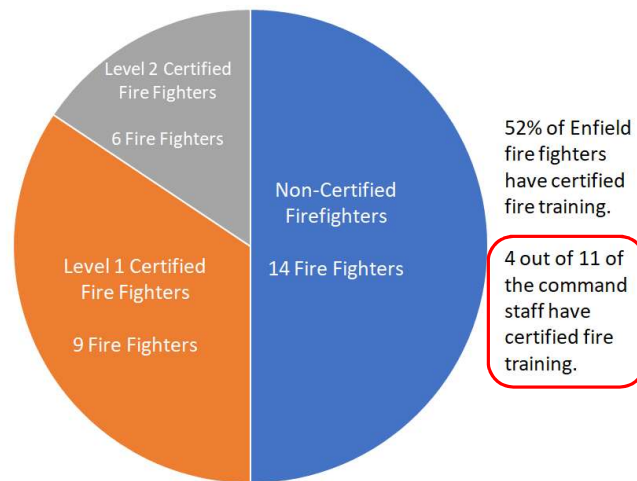
Average Call Response Time (Minutes)



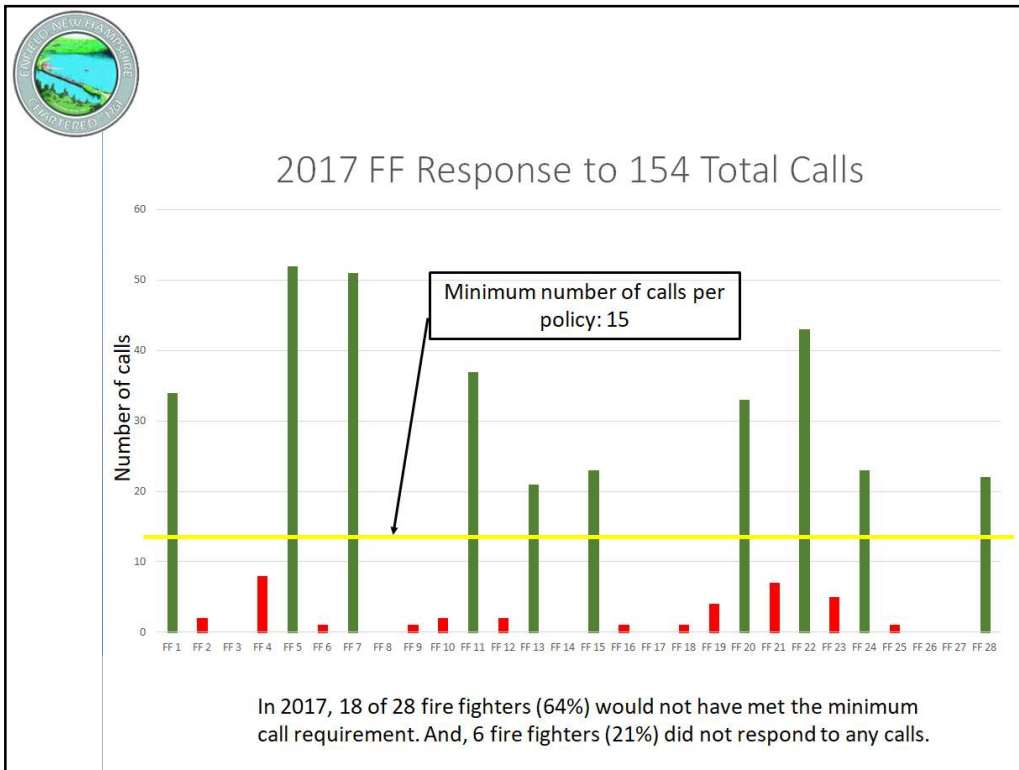

This data reflects the time it takes for the first responder to appear on scene, but does not cover how long it takes for the full complement of responders recommended by NFPA to arrive on scene



Current Fire Fighter Training Levels





## Priorities Emerging From Strategic Planning

The Fire Department collaborated with municipal administration and prepared a strategic plan

The department acknowledges previously unaddressed, pressing needs that were identified with assistance from the Center for Strategic Governance:

- To expand the number of active volunteers in the fire force and to require that all members respond to at least a preset number of calls per year;
- To improve the response times and adhere to the National Fire Protection Association's (NFPA) recommended minimum number of fire personnel responding to calls;
- To strengthen the level of certified training across all levels of the Fire Department, which is especially critical as the complexity and range of a fire force's functions continue to increase.

**Resources:**

- FD Command Staff
- Town Manager
- Center for Strategic Governance
- NFPA

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## How Best to Achieve Goals

Investments

Time

Talents

Strategic  
Goals

- The Department, with help from the Center for Strategic Governance, identified and considered alternative organizational structures that might meet the Town's needs.
- They identified 5 possibilities



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## Structural Alternatives Considered

1. Continue the current fireward system (no change)
2. Make Fire a municipal government department
3. Make Fire a municipal government department and integrate it with the Ambulance Department to create a new cross-trained Fire-EMS force
4. Regionalize fire service with neighboring towns (i.e., the towns comprising MVRSD) to create a regional fire district
5. Outsource all fire service to Lebanon

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## Structural Alternatives Considered

1. Continue the current fireward system (no change)
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4. Regionalize fire service with neighboring towns (i.e., the towns comprising MVRSD) to create a regional fire district
5. Outsource all fire service to Lebanon

**Important note: neither Option #2 nor Option #3 move the Town toward a full-time department**

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## Structural Alternatives Considered

1. Continue the current fireward system (no change)
2. Make Fire a municipal government department
3. Make Fire a municipal government department and integrate it with the Ambulance Department to create a new cross-trained Fire-EMS force
- ~~4~~ Regionalize fire service with neighboring towns (i.e., the towns comprising MVRSD) to create a regional fire district
- ~~5~~ Outsource all fire service to Lebanon

**Options #4 & #5 were not deemed to be advantageous/feasible at this time**

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## Structural Alternatives Considered

1. Continue the current fireward system (no change)
2. Make Fire a municipal government department
3. Make Fire a municipal government department and integrate it with the Ambulance Department to create a new cross-trained Fire-EMS force
4. Regionalize fire service with neighboring towns (i.e., the towns comprising MVRSD) to create a regional fire district
5. Outsource all fire service to Lebanon

**Options #2 or #3 were perceived to be the most advantageous options at this time**

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## Article 11



## Article 11 (Fire Department Governance)

*To see if the Town will vote to change the form of organization of the fire department by eliminating the board of fire wards (RSA 154:1(d)), and having the fire chief appointed by the town manager, and the firefighters being recommended by the fire chief and appointed by the town manager pursuant to RSA 154:1(b).*



### TITLE XII PUBLIC SAFETY AND WELFARE CHAPTER 154 FIREWARDS, FIREFIGHTERS, AND FIRE HAZARDS Firewards, Fire Chiefs and Fire Departments; Organization, Powers and Duties Section 154:1

#### **154:1 Organization. –**

I. All town and city fire departments, and fire departments of village districts or precincts organized pursuant to RSA 52:1, I(a), shall be organized according to one of the following forms, chosen by vote of the local legislative body:

- (a) A fire chief appointed by the local governing body, or by the town or city manager, if any, with firefighters appointed by the fire chief;
- (b) A fire chief appointed by the local governing body, or by the town or city manager, if any, with firefighters appointed by the local governing body or manager, upon recommendation of the chief;
- (c) A fire chief elected by the local legislative body pursuant to RSA 669:17, with firefighters appointed by the fire chief;
- (d) Firewards of any number, as determined by the local legislative body, either elected pursuant to RSA 669:17 or appointed by the local governing body, with a fire chief appointed by the firewards and firefighters appointed by the fire chief; or**
- (e) Firewards of any number, as determined by the local legislative body, either elected pursuant to RSA 669:17 or appointed by the local governing body, with a fire chief and firefighters appointed by the firewards.



**TITLE XII PUBLIC SAFETY AND WELFARE**  
**CHAPTER 154**  
**FIREWARDS, FIREFIGHTERS, AND FIRE HAZARDS**  
**Firewards, Fire Chiefs and Fire Departments; Organization, Powers and Duties**  
**Section 154:1**

**154:1 Organization. –**

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**(b) A fire chief appointed by the local governing body, or by the town or city manager, if any, with firefighters appointed by the local governing body or manager, upon recommendation of the chief;**

(c) A fire chief elected by the local legislative body pursuant to RSA 669:17, with firefighters appointed by the fire chief;

**(d) Firewards of any number, as determined by the local legislative body, either elected pursuant to RSA 669:17 or appointed by the local governing body, with a fire chief appointed by the firewards and firefighters appointed by the fire chief; or**

(e) Firewards of any number, as determined by the local legislative body, either elected pursuant to RSA 669:17 or appointed by the local governing body, with a fire chief and firefighters appointed by the firewards.



## Independent Assessment - Overview

- The Town retained the services of Municipal Resources, Inc. (MRI) to provide an external, practitioner-based perspective relative to the following overarching questions:
  - 1) Should the Town of Enfield transition from the current governance model where firewards elected at large, appoint the Fire Chief and provide some level of oversight to the Enfield Fire Department?
  - 2) Should the Town merge Enfield Fire and Enfield Emergency Medical services into a single fire rescue organization?
- Brian Duggan, Director of MRI's Fire Services Group, was assigned to the project.
  - Has led many assessments of Fire/EMS departments nationwide
  - Long-tenured former Fire Chief (Northampton & Northborough, MA)
  - Developed and previously directed the Graduate and Undergraduate Fire Science Programs at Anna Maria College in Paxton, MA
  - Designated as a Chief Fire Officer by the Commission on Fire Accreditation International
  - Authored portions of the National Fire Protection Association's (NFPA) Fire Protection Handbook



## Independent Assessment - Methods

To provide an appropriate evaluation of the core issues, MRI employed the following methods:

- Industry based research on the issues presented;
- Comparative analysis with seven other communities;
- Reviewed the most recent NFPA Fire Department Profile;
- Met with the Town Manager;
- Met with the Police Chief/Emergency Manager;
- Met with the fire wards (two of the three accepted the invitation)
- Toured the community of Enfield;
- Toured each fire facility;
- Reviewed fire apparatus;
- Developed a series of questions and provided an opportunity for members of the Enfield Fire Department and FAST Squad to provide written responses;
- Conducted individual interviews with command staff, fire officers and firefighters.



## Independent Assessment - Findings

Members of the Department expressed many concerns, including:

- Lack of response and frequency of missed calls
- Lack of intra-department communication from Firewards
- Lack of training and perceived low quality of training
- Relationship-based decision-making
  - Personnel are often selected for advancement based on relationships rather than by qualification
- Turmoil within the department higher than ever before
- Department divided by multiple factions
  - Trained/certified members vs. the untrained/uncertified members
- Some members expressed concern over integrating the Fire and Ambulance services if all members would be required to be cross-trained in both functions **(it is important to note this is not the case)**





## Independent Assessment - Recommendations

- Transition from fire service governance by firewards to a municipal governance model where the department reports to the Town Manager
- The interim Fire Chief and command staff should continue to openly address conflict and build internal teamwork
- The interim Fire Chief and command staff should develop high quality, well structured monthly training programs
- The Town should utilize a paced and planned transition to create a single fire/rescue organization
- Fire Chief, EMS Chief and Town Manager encourage cross training of personnel and support cross training
- Fire Chief, EMS Chief and Town Manager should clarify that cross training is not required and provide reassurance that members wishing to retain a singular focus will continue to be valued and supported



## Article 11 – Key Considerations (1 of 2)

- Bringing Fire under municipal government permits greater flexibility in cross training and scheduling with the Ambulance, and deployment of on-call personnel
- It is increasingly accepted and understood that the primary functions and purposes of a “fire force” have changed dramatically over the past 30+ years.
- Fire departments have become “all hazards” departments that are integrating more closely with emergency medical services provided by municipal ambulance departments.
- A key way of boosting the volunteer force is to recruit and cross-train personnel to serve in both Fire and EMS.
- The ideal way to promote cross-training as well as to improve scheduling and service coverage would be to house both departments under municipal government.

(but, to reiterate, **members will NOT be required to become certified in both functions**)





## Article 11 – Key Considerations (2 of 2)

- There is a need for more consistent and rigorous operational oversight and management, and moving the Fire Department under municipal administration would immediately provide the necessary level of leadership support and help promote training, transparency, accountability, and budgetary controls.
- The Town is currently uncompetitive for many federal and state grants as a result of relatively low levels of certification and infrequent training. These grants range from funding support for replacement equipment, offsetting certain staffing/operating expenses, and the cost of future facility (re)construction.



FEMA



## Article 11 – Looking Ahead: Process

- If Article 11 is approved, a transition team will be formed to work with the Town Manager and an experienced transition planning firm. We envision this team being comprised of a Fireward, Fire Chief, Ambulance Chief, a member representative from the Fire and Ambulance departments, a representative from the Budget Committee and/or CIP Committee, and a member of the public.
- The merits of integrating the Fire and Ambulance departments will be the focus of additional examination over the ensuing 12-month transition planning period.
- Cross-training should be incentivized regardless of the potential outcome of future organizational restructuring decisions.
- If it is ultimately determined that the departments will be fully integrated in a joint Fire-EMS Department, the timeline for doing so can be relatively quick.



## Article 11 – Looking Ahead: Personnel

- At this time, we believe that integrating fire and ambulance will prolong the Town's ability to operate a cost-effective call/volunteer fire service and ultimately avoid needing to hire full-time personnel.
- Approving Article 11 will have no impact on the Fire Department operating budget in 2019, and any modest increases in the 2020 budget would primarily be targeted toward expanded training and recruitment.
- Enfield's Fire and Ambulance chiefs are already being compensated on an hourly basis for administrative duties and responding to calls.
- It may be desirable to expand the part-time hours of the Fire Chief to 20-24 hours/week (no fringe benefits) to perform the combined administrative duties at such time as the Fire and Ambulance departments become fully integrated.
- Enfield currently expends ~\$65,000 annually to Lebanon for contracted ambulance services (6AM-6PM; M-F), and appointing a part-time chief who is certified as an EMT creates an opportunity to have Enfield's ambulance respond to certain daytime calls (creating cost offsets).



## Article 11 – Looking Ahead: Facilities

- It is generally accepted that co-locating personnel and equipment within a shared facility plays an enormously beneficial role in team-building by fostering greater levels of familiarity, equity, and comradery.
- The Town has been collaborating with an architect and structural engineer over the past several months to evaluate our existing municipal facilities and analyze potential alternatives.
- Although the benefits of and possible locations for a public safety complex (housing Police, Fire and EMS) are being examined as part of this ongoing study, it is still feasible to effectively integrate Fire and Ambulance within the constraints of existing town-owned facilities.





## Article 11 – Summary

The Enfield Board of Selectmen supports passing Article 11 to:

- Improve public safety by ensuring that critically important life-saving services are provided at the highest level to our residents for a sensible investment;
- Continue Enfield's commitment to operating an effective, low-cost call/volunteer fire service for the long term;
- Facilitate the future integration (and cross training) of Fire Department and Ambulance service;
- Help build the operational capacity, effectiveness, and responsiveness of the Fire Department and Ambulance service;
- Gain a wide range of efficiencies that cannot be achieved without this organizational realignment, and;
- Help make the Town more competitive for a variety of federal and state grants;





## Article 12



## Article 12 (Fire/Ambulance Transition Planning)

*To see if the Town will vote to appropriate the sum of **\$20,000** from available undesignated general fund balance for fire/ambulance department transition planning. (Majority vote required)*



## Article 12 – Explanation (1 of 3)

- Assembling a comprehensive strategy to address the issues that have faced the Fire Department for many years is a significant undertaking.
- It will be necessary to develop a detailed transition plan and begin implementing it over the course of the next year in order to ensure an orderly and smooth transition.
- Planning efforts will incorporate all aspects of the Fire and Ambulance departments, including policies and procedures, governance and management, personnel, training, vehicles/equipment, and facilities.



## Article 12 – Explanation (2 of 3)

The proposed transition planning efforts will help the Town:

- Coordinate efforts between Fire and Ambulance;
- Institute more effective and efficient Fire/Ambulance operations and practices;
- Enhance cross training, call response, and certification practices to ensure effective, timely coverage;
- Offer EMS cross-training to police officers to increase the number of qualified first responders,
- Maintain all Fire/Ambulance equipment and vehicles for maximum return on investment;
- Oversee ongoing performance management of all Fire and Ambulance personnel.



## Article 12 – Explanation (3 of 3)

- These activities will markedly strengthen the quality and timeliness of public safety that all residents deserve.
- It will be highly advantageous to work with a qualified consulting firm with considerable experience assisting municipalities (and fire/rescue departments in particular) with these sorts of multi-faceted transitions.
- If the Town does not invest in coordinating this transition and utilize independent expertise, it is more likely that conflict within the Fire Department will persist.
- **A private foundation has graciously offered to contribute \$5,000** (must be matched with at least \$15,000 in Town funds) to support the transition.



## **2019 Annual Town Meeting – Tax Increment Finance (TIF) District Reauthorization (Article 14)**

**March 16, 2019**

1



### **Article 14 – TIF District Reauthorization**

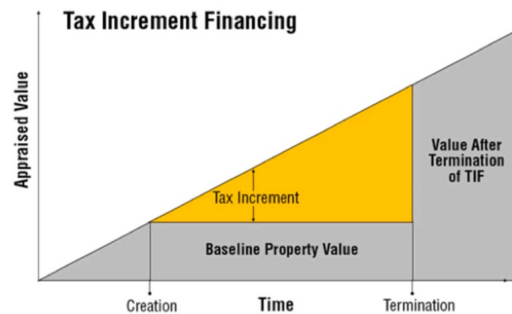
*To see if the town will vote pursuant to RSA 162-K:9, IV to extend the term of the current Enfield Tax Increment Finance District and tax increment financing plan, which is scheduled to expire on February 8, 2020, to February 8, 2030. (Majority vote required)*



## What is Tax Increment Financing (TIF)?

Tax Increment Financing (TIF) is a method of financing public improvements with the incremental taxes created by new construction, expansion, or renovation of property within a defined area of the community.

The TIF is typically used as a funding mechanism for infrastructure improvements intended to foster business growth and new development, as well as cleaning up existing dilapidated development (thereby increasing the commercial tax base).



## When and how was TIF adopted in Enfield?

### **2005 Annual Town Meeting (Article 9)**

*To see if the town will vote to establish a municipal economic development and revitalization district for an area as shown on the map entitled "Enfield Tax Increment Finance District dated February 9, 2005" per revised state statutes Chapter 162-K. This district formation and plan proposes several public infrastructure projects that would be instrumental in contributing to new investment and reinvestment in the area. Further this plan authorizes the Board of Selectmen to appoint a five-member (5) Advisory Board for such a District and to delegate administration of the plan to the Community Development Director in cooperation with the Advisory Board and Board of Selectmen. Said District to be in existence for a period of 15 years unless rescinded or extended by Town Meeting.*



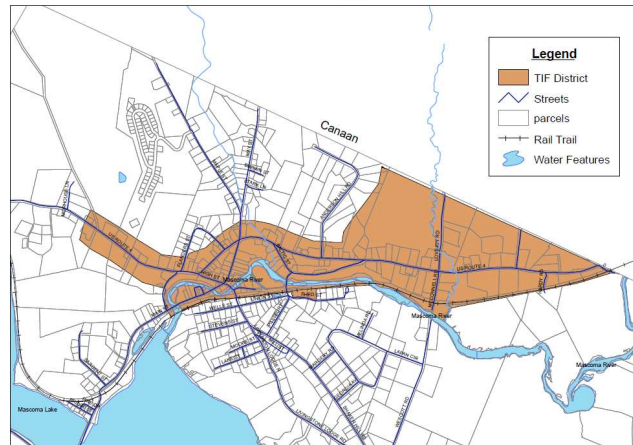


## Where is Enfield's TIF District?

The TIF District was adopted March 12, 2005 at Town Meeting and redefined/amended on March 14, 2009. The amendment removed what has been known as the "Ironman Development". The Ironman Development was never realized, but was a proposed housing development in an area with frontage on Route 4 and Maple Street.



Enfield Tax Increment Finance (TIF) District  
Base Map



## What is the TIF District intended to do?

### **2005 TIF District Plan Excerpt:**

*The purpose of the district is to fund public improvements to roads, intersections, sidewalks, sewer, water, drainage, lighting, signage, utility poles and lines, broadband telecommunications, landscaping, or other associated improvements that will help create and support development of mixed land uses, typical of New England Villages and consistent with Enfield's own traditions.*

*It is recognized that this area is the core commercial area in the Town that provides a substantial number of jobs and services, and also represents an important part of the non-residential Tax base of the community.*



## (Re)development in the TIF District (since its inception)

### New Buildings

- Shaker Granite
- Hale's Garage
- Family Dollar
- Hess Landscaping
- Jake's Market

### Significant Improvements

- Over a dozen other commercial and residential properties

### Total Rehab Projects

- 18 High Street
- Greeley House
- Energy Emporium
- Action Overhead Door Barn
- 323 US Rte 4
- 335 US Rte 4
- 32 Baltic Street
- 8 Flanders Street
- 18 Flanders Street



## Why hasn't more been done?

The reasons for the lack of additional commercial development along the US Route 4 corridor could be attributable to a number of factors. These factors include a lack of outreach/marketing on the Town's behalf to communicate to potential developers that the water/sewer extension had been completed. If you ascribe to "if you build it, they will come", you must of course make sure you told them that you built it (otherwise they won't know to come!).



## What projects have been completed with TIF funding to date?

The TIF District Fund has financed the following projects since inception:

1. 2013 Route 4 sewer and water extension - \$3.2 million  
(annual principal & interest of \$162,247; loan paid off by 2042)
2. 2013 Route 4 sewer & water extension - \$636,000
3. 2013 Engineering - \$23,000
4. 2014 Route 4 sewer & water extension - \$7,500
5. 2016 Route 4 sewer & water extension - \$4,400
6. 2016 Huse Park improvements - \$16,500
7. 2016 Lovejoy Brook Road bridge project - \$9,000
8. 2017 Lovejoy Brook Road bridge - \$250,000



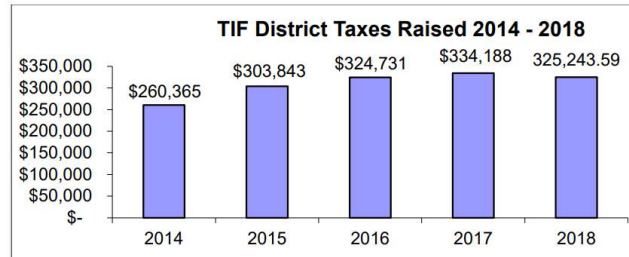
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## Tax Dollars Retained for TIF District



### 3-Year TIF District Revenue History

	2016	2017	2018
Current Assessed Value	\$44,334,894	\$44,947,780	\$44,414,524
Taxes Raised to be Retained for the TIF District	\$324,731.00	\$334,187.50	\$325,243.59
Total Taxes Raised Since Inception	\$ 2,561,271.18		



## TIF Fund Balance

	Taxes Dollars Retained for TIF District	Approved Project Expenditures	Balance
2005 Tax Revenue	\$15,642.00		\$15,642.00
2006 Tax Revenue	\$32,611.00		\$48,253.00
2007 Tax Revenue	\$33,601.00		\$81,854.00
2008 Tax Revenue	\$55,216.00		\$137,070.00
2009 Tax Revenue	\$163,612.00		\$300,682.00
2010 Tax Revenue	\$169,963.00		\$470,645.00
2011 Tax Revenue	\$178,593.00		\$649,238.00
2012 Tax Revenue	\$180,844.00		\$830,082.00
2013 Tax Revenue	\$185,817.00		\$1,015,899.00
2013 Rt. 4 S & W Ext.		\$635,571.67	\$380,327.33
2013 Engineering		\$22,890.58	\$357,436.75
2013 Debt Service		\$67,073.02	\$290,363.73
2014 Tax Revenue	\$260,365.41		\$550,729.14
2014 Rt. 4 S & W Ext.		\$7,481.33	\$543,247.81
2014 Debt Service		\$162,245.92	\$381,001.89
2015 Tax Revenue	\$303,843.12		\$684,845.01
2015 Debt Service		\$162,245.92	\$522,599.09
2016 Tax Revenue	\$324,731.00		\$847,330.09
2016 Rt. 4 S & W Ext.		\$4,338.06	\$842,992.03
2016 Huse Park Improvements		\$16,450.00	\$826,542.03
2016 Lovejoy Brook Rd. Bridge		\$8,965.00	\$817,577.03
2016 Debt Service		\$162,245.92	\$655,331.11
2017 Tax Revenue	\$334,187.50		\$989,518.61
2017 Lovejoy Brook Rd. Bridge		\$246,762.61	\$742,756.00
2017 Debt Service		\$162,245.92	\$580,510.08
2018 Tax Revenue	\$325,243.64		\$905,753.72
2018 Debt Service		\$162,245.92	\$743,507.80
<b>Totals</b>	<b>\$2,564,269.67</b>	<b>\$1,820,761.87</b>	<b>\$743,507.80</b>



## TIF Fund Balance

<b>Audited Balance as of Year End 2017</b>	<b>\$ 899,519</b>
Plus Taxes Raised in 2018	325,244
Less Expenses	<u>(167,121)</u>
<b>Un-Audited Balance as of Year End 2018</b>	<b>\$1,057,642</b>



## TIF District Debt Service

Current TIF District debt service can be summarized as follows:

- Lending institution: Mascoma Bank
- 2013 loan with a 30-year term (2042)
- 2.95% interest rate (rate is fixed thru 2022 and then may be adjusted)
- Original loan balance: \$3,200,000
- Outstanding principal balance as of 1/1/2019: **\$ 2,787,814.38**
- Minimum annual payments: \$162,247



## Why reauthorize the TIF District? (1 of 2)

If Article 14 does not pass, and the TIF District is not reauthorized, then the Town will be required to use the roughly \$1 million in existing TIF fund balance to make a payment on the existing loan debt for the US Route 4 water/sewer extension project in 2020.

→ this would still leave over \$1.7 million in loan debt.

Due to insufficient cash on hand the Town would be required to do short-term borrowing to meet regular operating expenses.

Even with this payment to principal, there would still be over **15 years** of debt service payments (assuming the Town made the minimum \$162,247 annual payment) before the debt was eliminated.



## Why reauthorize the TIF District? (2 of 2)

Extending the term of the TIF District to a time when the Town's general financial condition is stabilized would allow additional payments to principal thereby reducing the term of repayment and also reducing the amount of interest paid.

Reauthorizing the TIF District would help avoid likely cash flow problems that would result from taking the available fund balance out of the Town's general operating account.

If such a large amount of money were taken out of the Town's operating account it is likely that the Town would ultimately need to engage in short-term borrowing to meet regular operating expenses for the General Fund, Water and Sewer.



## What are the disadvantages to extending the TIF District term?

Currently, far more dollars are collected and retained in the TIF Fund than expended. With an ever growing TIF Fund Balance it is outpacing our ability to use it due to insufficient cash flow.

A possible solution is to retain only a portion of the retained value for the TIF District Fund per RSA162-K:10 II (a) & (b).

(a) The tax increment financing plan shall designate the portion of captured assessed value which will be dedicated for retirement of bonds and notes and the portion of captured assessed value which will be dedicated to the operation and further development of the tax increment financing district.

(b) The portion of captured assessed value which is not used either for the purpose of retirement of bonds and notes or for the purpose of the operation and development of the tax increment financing district shall be deemed excess captured assessed value. Excess captured assessed value shall be returned to the tax lists.

If this was implemented, and the amount of the retained value in the TIF District decreased in subsequent years, it would increase the amount of tax revenue available in the General Fund on an annual basis.

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The TIF Committee voted in March 2017 to make an unscheduled principal payment on the TIF District debt for the Route 4 sewer and water extension.

### Why was that not done?

There was a misunderstanding of how a TIF District must be managed. Unscheduled payments are not possible as they **MUST** be raised and appropriated just as other expenditures are. The amount of additional funding was well beyond what the budgeted appropriations could absorb.

These expenditures are then funded with TIF dollars so have no direct impact on the tax rate.

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## What were the results of that misunderstanding?

The misunderstanding of how a TIF District is managed resulted in expenditures for projects that were on the TIF District Project List as approved by Town Meeting with the belief that this approval was all that was needed.

Unfortunately, there is a multi-step process. Not only must projects be on the approved Project List, but the funds to do the projects must be 'raised and appropriated' at Town Meeting in order to be expended.

When an expenditure is made without first being 'raised and appropriated' the expense must be absorbed by the budget that WAS approved at Town Meeting.

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## Example: 2016 Audited TIF District Finances

<b>Balance as of 1/1/2016</b>		<b>\$618,505</b>
Plus Taxes Raised as of 12/31/2016		324,731
		943,236
Less Expenses		
Principal Expense	73,307	
Interest Expense	88,939	
<b>Total Debt Service (Appropriated)</b>		<b>162,246</b>
Route 4 Water/Sewer Extension	4,338	
Huse Park Improvements	16,450	
Lovejoy Brook Rd. Bridge	8,965	
<b>Total TIF Project Expenses (Not Appropriated)</b>		<b>29,753</b>
<b>Balance as of 12/31/2016</b>		<b>\$751,237</b>

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## Example: 2016 TIF District Finances

The \$29,753.06 expended from the TIF Fund counted against the appropriations that were made (in the General Fund) and may have contributed to the overall deficit.

It should be noted that the principal and interest expense *was* raised and appropriated and did not contribute to the deficit.

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## In Closing

Reauthorization to 2030 should allow sufficient time for the Town to realize an improved financial position.

It is the intent of the Town to apply additional payments to debt principal as soon as possible in order to retire the loan at an earlier date.

In the interest of sound financial practices, it is the recommendation of the Board of Selectmen and Budget Committee to extend the term of the TIF District to 2030.

At the time of the expiration of the TIF District the remaining TIF District fund balance will first be used to pay down any outstanding TIF District debt and any remaining funds will be deposited into the undesignated fund balance of the General Fund.



## Summary

Reauthorization to 2030 should allow sufficient time for the Town to realize an improved financial position. It is the intent of the Town to apply additional payments to debt principal as soon as possible in order to retire the loan at an earlier date.

Prior to the expiration of the extended term, if so voted, the financial condition of the Town vs. the balance of the debt owed and the balance of the TIF Fund can be evaluated to determine the best course of direction. The voters would be informed of the direction proposed by Town officials for either extension of the term to a later date, or allowing the term to expire.

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## Expiration of the TIF District

At the time of the expiration of the TIF District, be it 2020, 2030 or a later date, the remaining TIF District fund balance would first be used to pay down any outstanding TIF District debt and any remaining funds would be deposited into the undesignated fund balance of the General Fund.

Any balance deposited into the General Fund could be later appropriated by the Town Meeting for any purpose, or it could be used to by the Board of Selectmen in any year to reduce the tax rate.

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