

Minutes
11/15/2018 6:30PM Budget Committee Minutes
Public Works Facility, Enfield, NH

Present: Nancy Smith, Eric Crate, Jean Patten, Erik Russell, John Kluge, Sam Eaton, Dominic Albanese, Mark Eisner, Mike Diehn

Excused: Shirley Green

Staff: Town Manager Ryan Aylesworth

Sam Eaton called the meeting to order at 6:38PM

Administrative:

- Review of minutes: Ms. Patten moved to accept the minutes as printed, Mr. Crate second.
- 6th para change Patton to Patten.
- Hearing no further discussion, the vote was unanimous in favor of the motion with one person abstaining

Review of Revenue and Expenses:

Tax rate 2018:

Combined tax rate is 26.41 which is a .40 increase. Municipal rate is 7.53 which is a nickel under projected. School district tax is slightly higher than the town. Our available fund balance is now positive which is a move in the right direction. It is recommended to have between 5 and 17% of the operating budget in a fund balance, with 10% being the sweet spot. For us that would equal between 1.3 and 1.6 million dollars. At the end of 2017 we stood at \$81,000, up from -120,000 at the end of 2016 and -220,000 at the end of 2015. To get over 1M we have a way to go. It is a daunting task, but we will get there.

In Ryan's strategic governance presentation, there was a slide that compared surrounding towns' tax rates in a 30-mile radius. We stand somewhere in the middle.

Budget Appropriation/Expenditure Report:

The subtotal of the operating fund without long term debt included stands at 20% available budget, with 12% of the year to go. We have \$320,000 appropriation to the CIP capital reserve, when that happens that percentage will drop considerably but will be offset by the principal payments that come from the capital reserve fund, so we will be reimbursed by the 179K and change from CIP capital reserve, decreasing the hit by half.

Regarding the ambulance, Ryan is meeting with the head of Comstar to discuss usage to date and payment collection. It is possible that we will go with a different third-party billing service. We are currently in a year-to-year automatic renewal contract and Ryan will look into when we need to let them know by if we choose to go with a different billing service. Currently Hanover does hard billing and has decided to go with a different third-party billing service, we may decide to follow in their footsteps. Paula gets all the activity logs for police fire and ambulance at an at least weekly basis. She can assist with accountability for the ambulance service billing. It is likely that people are not being malicious in these billing oversights, it is possible that they are doing it out of the kindness of their hearts, however this is not appropriate either.

Ryan did not have a chance to confer regarding the 4140 numbers as yet. When Kara Lee retired many expenses came out of possibly the wrong line so it reflects inaccurately, this will be corrected in the future. It seems we are a bit more over on these items than makes sense and Ryan will rectify shortly.

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The bank fees line item reflects things like stop payments for accidental duplicate checks and similar.

Ryan has tentative agendas for 11/27 and 12/4. Sam Eaton and Ryan discussed that December 4th was on the calendar as an 'as needed' time and Saturday December 15th is a mini 'all hands on deck' meeting with department heads. This should have been flip flopped – **we are going to switch this to 11/27 at regular time, 12/4 at regular time, and 12/8 at 9 am.** Police, fire, and ambulance will be at this Saturday meeting as well as DPW. We will reserve the evening meetings for the 'less complicated' departments. Anyone with conflicts is invited to email Ryan with this.

Budget liaison meetings:

DPW: Eric Crate met with Jim and Ryan. The paving at Whitney Hall was discussed. The money in the CIP budget was 15,000, the low bid was 22 and the high bid was 30, so Jim is revising his CIP request to be at least the low bid amount. Ryan was hoping that by combining the basketball court project and Whitney Hall it would be reduced however that was not the case. This could also partly have been due to the timing of the request. The Lion's club is having financial difficulties and is now having trouble contributing their share of the Community Building locks replacement project. As the Fireman's Association uses the building a lot for Bingo night, they have tentatively volunteered to cover half. This would be the preferred way to proceed. Jim's budget looks like it is going to be around 50-55 for the year, we budgets 65, and he is going to budget 60 for this year. We are still waiting on our truck as well, hopefully the truck we have can limp along for one more year.

The streetlights discussion was touched on. At the end of the day, after much investigation and discussion, out of 230-ish lights in Enfield, 8 lights (5 duplicative and 3 on private property) were decommissioned or transferred over to private ownership (2 private owners opted to remove it and 1 light was pivoted out 90 degrees so it went back to illuminating the public way). One light is in the process of being added/replaced at the corner of Lockhaven and Shaker Hill Road. Converting to LED has been discussed with Liberty and it has been decided not to go forward with this replacement at this time. Any time Liberty comes out to work on a light it is a \$50 flat fee not including other expenses that are incurred – LED conversion would have been \$100/light and then paid back over 20 years. At some point in the future we may want to discuss this as it is simply the responsible way to proceed.

Ambulance: Jean Patten and Ryan met with the Richard Martin of the ambulance department. We are contracted with Lebanon from 6 AM to 6 PM. As of 1/2019, Richard Martin is going to require each member to sign up for 3 calls/month to distribute the load of responding. The contract with Lebanon continues to become more expensive and Ryan is going to look into negotiating this. Ryan stated we are in receipt of a renewal agreement which is quite different than in previous years. Ryan will push to make the language tidier in our favor, but the new language states that Lebanon will respond to our calls 'unless they are tied up' which is not ok. They also added that any high level ambulance call, Echo-level or otherwise, will be responded to by them no matter what time of day it is. The second we call we are charged so we must be careful how we are making use of their services. The new contract would start July 1, 2019 to June 30, 2020. This should be settled by December/January so we need to discuss and decide how we want to move ahead soon. If we do decide to add full time people, Ryan suggested that it would be best for us to make use of Lebanon's services during the day and employ full time ambulance personnel overnight. One option is to go to hard billing, so that is a discussion that we will have to have soon. The ambulance also needs to be replaced soon, it is a 2008 vehicle. Jean was also shocked at the state of disrepair that the ambulance building is in. There was a strong leaky oil smell that has since been identified and taken care of. The ambulance building also did not have a functioning smoke or

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CO detector – ironic as we give them away for free. Overall Jean is glad to have had this meeting for several reasons.

Library: Erik Russell met with Melissa and it was very straightforward. No major changes from previous years. They are adding a little granularity to the program which is good to see. Facilities were discussed a little bit and will have to be discussed in depth in the future.

Recreation: Sam Eaton met with the recreation department, no big surprises there either. They are asking for less money this year than last year. They are having a hard time with attendance at summer camp, to that end they are expanding the ages next year and also looking to cover the last two weeks of summer which traditionally are impossible to cover for childcare/activity. While it is hoped that this will be a draw for lots of children, it will also be a challenge to staff it as most of the staffing all summer is college kids who need to go back to college a little earlier, teachers also need to get into their classrooms a little early. We may have success reaching out to high school kids for Counselor-in-Training type programs. There will be lack of staffing for lifeguards again as well, we had a good ‘batch’ and they all seem to be getting older now, going off to college, so we will have to reboot and train a new crop this year. Overall the program is trying to expand and bring in revenue, and is looking up.

Planning and Zoning, Building Inspection: Domenic Albanese met with Scott and Phil. With regard to Phil, construction continues to be strong, he raised his rates last year and will probably go up again in 2020. Last year was the first rate increase in 12-14 years. Dominic asked about basic maintenance which led to a discussion of the lack of a facilities department in town, so it would be a good idea to have someone keep an eye on the wear and tear of the buildings. With regard to Scott, he will be looking for at least \$7500 for master planning assistance which Ryan thinks will be too low, and the number he got from Regional Planning was \$23,000, so there is a little gap there that will have to be addressed/negotiated. Scott wants to restart master planning. Dominic suggested that Scott bring in Dan and prepare to make a pitch to the budget committee to illustrate exactly how this is going to be done. TIF was also discussed. Dominic reminded Scott that the following four questions must be addressed:

- What is TIF supposed to do?
- What did it do?
- What didn’t it do and why?
- What happens if it is not renewed related to the debt?

Dominic would like to know what our economic development plan is and noted that Scott is getting an economic planning degree. Dominic encouraged him to think about what economic development could mean on the revenue side for the town. Ryan stated that our process with economic development has been analogous to raindrops that fall but never seem to hit the ground. Ideas emerge but when implementation time comes they just kind of evaporate. It’s been a while since there has been concrete planning – probably 10-15 years ago was the last time that concrete plans were made. A lot has changed so we need to adapt. John Kluge suggested that the sewer improvement project was supposed to be an economic engine but that had its issues as well. Once you get into economic development, you’ll find that the town splits a little bit. Efforts must not be siloed to be successful. Sam stated that he did used to press the old town manager on development and recovery after the recession and does not feel that he got any concrete feedback. The floodplain discussion was brought up again by Scott – Dominic stated that this indicates he is thinking in the economic development direction, and Ryan and Dominic agree that the effort just needs to be organized and thought out. Ryan pointed out that it is not the Zoning Administrator’s responsibility to come up with every good idea for the town, it should be more of a group effort and organized. Ryan held up Littleton as an example of town development done well, industry is booming and young people are moving there. Not to say that we should do what they did – we are a very

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different community – but to the methodology they used was successful so that we may want to learn from their processes and their town manager. Littleton is making an enormous investment in their properties and real estate, flipping properties and selling to the private sector. John stated that it is not just a matter of economic development but thoughtfully developing to make a livable community. Erik pointed out that we need to advertise the Google Fiber access that we have as that is a very strong draw for people to move to this area and adds to the livability factor, ability to work from home, and Erik has had discussions with people who did not know this fact. All of the development ideas need to be pulled together and Ryan stated that it is clear that the town's Planning and Zoning Administrator needs to play an active role in that. To what extent is unclear as of now – not at the sacrifice of the land use board and not going over his 40-hour week. Ryan is also looking in to partnering with the Lebanon Area Chamber of Commerce.

Selection for Regional Organization Subcommittee (subcommittee to vet/review charities coming to Enfield asking for money):

Shirley Green (excused tonight) would like to be on, Nancy will be out of country at that time, Mike was on it before, and Erik.

Sam move to add Erik, Mike, and Shirley to the Regional Subcommittee, Jean second, vote unanimous in favor of the motion.

Other business:

Capital Planning Committee: Eric Crate brought up the fact that with strategic governance in place is it necessary to have a capital planning committee – can the budget committee take this on and the Capital Planning Committee be dissolved?

Sam Eaton spoke in opposition to this idea stating that ideas are better planned and strategized outside the budget committee then presented to them in an organized fashion. When outside parties are involved you get more buy in to planning of projects.

Dominic stated that Meredith asked him to join the CIP and is still looking for more people to join.

Erik stated at the time the CIP was instituted, the community impression was that it took us from a bad place to a good place, and it seems to be working so why stop it? Sam agreed that 9 years ago things in the town were not that great and the CIP seemed to help. However, Eric C's concern over lack of participation from the public still stands. Jean stated that CIP seems to encourage people to spend and spend and spend.

Ryan stated that the last CIP was DPW focused. It was decided not to push dissolving the CIP at this time, but it is good to revisit these things from time to time.

The issue remains that CIP does not have a full committee at this time. Ryan stated that the drafting of a 6-year plan is the job of the committee not the Town Manager and is different still from the job of the Budget Committee.

Hanover Dispatch: A formula is being worked on at this time, we will benefit in the beginning. It uses a 3 pronged approach of a base fee, a population fee, and call service. This will be discussed further going forward as discussions continue.

Next Meeting –

Tuesday November 27th at 6:30 pm

Upcoming Meetings (Generally meetings are at 6:30PM in the DPW Conference Room):

- Tuesday November 27th

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- Tuesday, December 4th
- Saturday, December 8th 9 AM
- Tuesday, December 18th

At 8:10 pm John Kluge moved to close the meeting, Jean seconded, hearing no objection it was closed.