

**Town of Auburn
Board of Selectmen
August 22, 2016
Town Hall
7:00 p.m.**

() Call to Order – Pledge of Allegiance

Approval of Accounts Payable for Week of August 17th, 2016
Approval of Payroll for Week of August 22nd, 2016
Consent Agenda – as of August 22nd, 2016

() Appointments with the Board

() New Business

Tax Collection Audit/First Quarter 2016
Review of Shard Property Maintenance
Goal Setting for 2017

() Old Business

TAP Grant Application
Voting Delegate/NHMA Legislative Conference

() Other Business

() Minutes

- August 8th, 2016 Public Meeting
- August 8th, 2016 Non-Public Meeting
- August 16th, 2016 Public Meeting
- August 16th, 2016 Non-public Meeting

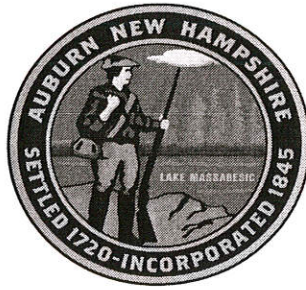
() Non-Public Session

Pursuant to the provisions of RSA 91-A:3, II (c) Reputation of any person other than a member of the Board – Review previously sealed minutes

Note: "Any person with a disability who wishes to attend this public meeting and needs to be provided reasonable accommodations in order to participate, please contact the Board of Selectmen's Secretary at (603) 483-5052 x100, so that arrangements can be made."

Town of Auburn

Town Hall
47 Chester Road
P.O. Box 309
Auburn, NH 03032



Town Administrator

William G. Herman, CPM
Phone: (603) 483-5052 Ext. 111
Fax: (603) 483-0518
E-Mail:
townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: August 18, 2016

Re: Tax Collector Audit for First Quarter 2016

As you are aware, the Town of Auburn changed Tax Collectors as of April 1, 2016 when Kathleen Sylvia assumed the position of Town Clerk and Susan Jenkins became the Tax Collector.

With the change in personnel in this financially sensitive position, the Town should audit the Tax Collector records for the period of January 1, 2016 to March 31, 2016 that Mrs. Sylvia was responsible for, in order to then re-commit and transfer all records and accounts to the new Tax Collector as of April 1, 2016.

We discussed this with the Town's auditors, Vachon Clukay & Company, while they were working on the Town's FY 2015 audit earlier this year. As they have completed the work for the FY 2015 audit and have a clear beginning balance as of January 1, 2016, they are now able to handle this transitional work.

Attached is the engagement letter we have received from the auditors to move forward with this activity. The transitional audit is above and beyond the work that was contracted for the FY 2015 audit. This additional work will be performed on an hourly fee basis. We anticipate the cost to be approximately \$1,000.

Should the Board be in agreement with having the Town's auditors complete this work, the following motion is for your consideration:

Move to accept the engagement letter from Vachon Clukay & Company PC to audit the tax collector reports of Tax Collector Kathleen Sylvia for the period of January 1, 2016 to March 31, 2016, and to authorize the Town Administrator to sign the engagement letter.

Thank you for your consideration.

Attachment

April 15, 2016

Mr. William G. Herman, CPM
Town Administrator
Town of Auburn
47 Chester Road
Auburn, NH 03032

Dear Mr. Herman:

This engagement letter confirms our acceptance and understanding of the terms and objectives of our engagement and the nature and limitations of the services that Vachon Clukay & Company PC will provide to the Town of Auburn, New Hampshire.

Scope and Objective of the Audit

You have requested that we audit the tax collector reports of Kathleen Sylvia, Tax Collector, Town of Auburn, New Hampshire, which comprise the MS-61 for the period January 1, 2016 to March 31, 2016.

The objective of our audit is the expression of an opinion about whether the Tax Collector's MS-61 financial statement is fairly presented, in all material respects, in accordance with the form prescribed by the New Hampshire Department of Revenue Administration.

Responsibilities of the Auditor

We will conduct our audit in accordance with auditing standards generally accepted in the United States of America (GAAS). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statement is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statement. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statement, whether due to fraud or error. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by the Town's management, as well as evaluating the overall presentation of the financial statement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statement; therefore, our audit will involve judgment about the number of transactions to be examined and the areas to be tested. Our audit procedures may include tests of documentary evidence supporting the transactions recorded in the accounts and direct confirmation of certain assets and liabilities by correspondence with selected taxpayers. We may also request written representations from your attorneys as part of the engagement, and they may bill you for responding to this inquiry.

An audit includes obtaining an understanding of the entity and its environment, including its internal control sufficient to assess the risks of material misstatement of the financial statement whether due to error or fraud and to design the nature, timing, and extent of further audit procedures. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control. However, we are responsible for communicating to you and those charged with governance internal control related matters that are required to be communicated under Statements on Auditing Standards.

Robert L. Vachon, CPA, is responsible for supervising the engagement and authorizing the signing of our report. We expect the audit engagement will require 1 day of on-site procedures. Our scheduling is contingent on the completion of the year-end closing and adjusting process prior to our arrival to begin the fieldwork. We may experience delays in completing our audit procedures as a result of your staff's availability or delays in your financial closing process.

In addition, we will provide the Town with the following nonattest services:

- Prepare the tax recommitment warrants.

Our professional standards require that we remain independent with respect to our audit clients, including those situations when we also provide nonattest services, such as those identified above. As a result, you accept the responsibilities set forth below related to our performance of nonattest service as a part of this engagement:

- Assume all management responsibilities.
- Oversee the services by designating an individual, preferably within senior management, who possesses suitable skill, knowledge, and/or experience.
- Evaluate the adequacy and results of the services performed.
- Accept responsibility for the results of the services.

It is our understanding that Adele Frisella, Finance Director, who understands the services to be performed sufficiently to satisfy management's responsibilities for oversight related to the nonattest services, has been designated by the Town to oversee the nonattest services. If any issues or concerns in this area arise during the course of our engagement, we will discuss them with you prior to continuing with the engagement.

Limitations of the Audit

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, an unavoidable risk that some material misstatements may not be detected exists, even though the audit is properly planned and performed in accordance with GAAS.

In making our risk assessments, we consider internal control relevant to the Tax Collector's preparation and fair presentation of the financial statement in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the Tax Collector's internal control. However, we will communicate to you in writing concerning any significant deficiencies or material weaknesses in internal control relevant to the audit of the financial statement that we have identified during the audit.

Our audit cannot be relied upon to disclose all errors, fraud, or illegal acts that may exist. However, we will inform the Town of any material errors, fraud, or illegal acts that come to our attention, unless they are clearly inconsequential.

Management's Responsibilities

Our audit will be conducted on the basis that the Tax Collector, Town's management and the Board of Selectmen acknowledge and understand that they have the following responsibilities:

- a. The preparation and fair presentation of the financial statement in accordance with the form prescribed by the New Hampshire Department of Revenue Administration. This responsibility includes the establishment and maintenance of adequate records and effective internal controls over financial reporting, and the safeguarding of assets.
- b. The design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of the financial statement that are free from material misstatement, whether due to fraud or error; and
- c. To provide us with:
 - i. Access to all information of which management is aware that is relevant to the preparation and fair presentation of the financial statement, such as records, documentation, and other matters;
 - ii. Additional information that we may request from management for the purpose of the audit; and
 - iii. Unrestricted access to persons within the Town from whom we determine it necessary to obtain audit evidence.

As part of our audit process, we will request from management and the Board of Selectmen written confirmation concerning representations made to us in connection with the audit. Management's and the Board of Selectmen's failure to provide representations to our satisfaction will preclude us from issuing our audit report. This management representation letter will confirm to us that the effects of any uncorrected misstatements aggregated by us during the audit engagement are immaterial, both individually and in the aggregate, to the financial statement as a whole.

Fees

Our fee for the services will be based on the experience of the individuals involved (using standard billing rates) and the amount of work performed. You will also be billed for out-of-pocket costs such as travel. Our invoices for these fees will be rendered monthly as work progresses and are payable on presentation.

Distribution of the Auditor's Report

Our report on the financial statement must be associated only with the financial statement that was the subject of our audit engagement. You may make copies of our report but only if the entire financial statement is reproduced and distributed with our report. You may not use our report with any other financial statements that are not the subject of this audit engagement.

Reporting

We will issue a written report upon the completion of our audit of the Tax Collector's MS-61 financial statement. Our report will be addressed to the Board of Selectmen of the Town. We cannot provide assurance that an unmodified opinion will be expressed. Circumstances may arise in which it is necessary for us to modify our opinion, add an emphasis-of-matter or other-matter paragraph(s), or withdraw from the audit engagement. If our opinion is modified, then we will discuss the reasons with you in advance.

If the above terms are acceptable to the Town and the services outlined are in accordance with your understanding, then please sign the enclosed copy of this letter in the space provided and return it to us.

Sincerely yours,

Vachon Clukay & Company PC

ACCEPTED AND AGREED:

This engagement letter sets forth the entire understanding of the Town of Auburn, New Hampshire with respect to the services to be provided by Vachon Clukay & Company PC:

Signature: _____

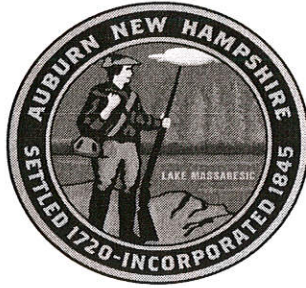
Print Name: _____

Title: Town Administrator

Date: _____

Town of Auburn

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E-Mail:
townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: August 16, 2016

Re: Potential Town / School District Property Maintenance

On August 9th, Selectmen Chair Jim Headd and I met with the Auburn School Board to discuss the potential of the Town and the School District looking at the potential of a joint Town / School District property maintenance effort. This could potentially take a number of different forms from the Town contracting its services from the School District to potentially both entities sharing some personnel and/or putting work out to bid jointly.

Previously, the School District briefly initiated such a discussion, but both the School Board and the Town quickly agreed the time was not right then for either entity. Since that time, the Auburn School District has stopped contracting facilities maintenance with the Candia School District, and the Director of Maintenance is engaged solely in Auburn.

The end result of the conversation with the School Board on August 9th is the School Board unanimously voted to look at this potential and designated three individuals to serve as part of a study committee to work with Town representatives and determine what, if anything, may make sense for both entities. The three individuals are Business Administrator Karen Lessard, Director of Maintenance Scott Dube and School Board member Mark Comeau.

At this point I would ask the Board of Selectmen to also formally designate a few individuals to work on the review of this potential that ultimately would be shared with both the School Board and the Board of Selectmen for potential future consideration. I would recommend the Board consider naming Finance Director Adele Frisella, the Town Administrator and perhaps one of the Selectmen.

For your information, attached is general information I had prepared for the School Board in advance of our meeting on August 9th.

Should the Board be in agreement with looking into this potential, the following motion is for your consideration:

Move to agree to study with the Auburn School District the potential of shared property maintenance activities, and to designate Finance Director Adele Frisella, Town Administrator William Herman (and possibly a Selectman) to be part of a joint study committee that will report its findings and recommendations to the School Board and the Board of Selectmen.

Thank you for your consideration.

Attachments

Town of Auburn

Town Hall
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P.O. Box 309
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Town Administrator

William G. Herman, CPM
Phone: (603) 483-5052 Ext. 111
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E-Mail:
townadmin@townofauburnnh.com

To: Auburn School Board
Cc: Auburn Board of Selectmen

From: Bill Herman, CPM, Town Administrator
Date: July 25, 2016
Re: Potential Town / School District Shared Property Maintenance

In recent years, there has been some conversation at Budget Committee meetings about looking for areas of opportunity where the Town may partner or collaborate with another entity by combining efforts or contracting with each other to meet service needs.

A couple of years ago the Board of Selectmen and the School Board had a brief conversation about the potential of connecting for building maintenance efforts, but the overall timing was not good for either side at that time.

With the Board of Selectmen currently asking all Town department heads take a close look at current operations and needs, and potentially think out of the box for adjustments that may be made, I again began thinking in the area of building and property maintenance. We are also aware that since our initial conversations a couple of years ago, the Auburn School District has ceased contracting services in this area with the Candia School District and has the Facilities Maintenance Director and staff focused on Auburn only.

A recent operational review and risk analysis of the Police Department has also suggested the Town consider aggregating some of the expenses of public facilities into a central account under a central responsibility. For these reasons, it seemed this may be a good time to potentially look in this area again.

To initiate a conversation, we have made an effort to identify the current level of work we have in place for janitorial and building maintenance activity at the Town level. At the present time, this work is performed by three different contracted vendors and two part-time employees (who average approximately 30 hours a week).

In seeking to have a conversation between the School District and the Town, it is not due to a dissatisfaction with any of the contractors or part-time employees the Town currently engages. But it is based on a recognition that we are mainly reactive in this area, and not proactive. And it is an acknowledgment there may be a better way to address these needs such as partnering or contracting with the Auburn School District.

Through conversations with my municipal colleagues, I have found the Town of Barrington and the Barrington School District have had such a relationship since at least 2012, and I am told it has worked out very well for both parties. The Town of Barrington contracts with the Barrington School District and, as I understand it, the School District Facilities Manager becomes the point person for both the School District and the Town.

To help at least identify where the Town is at present, the following page outlines what the Town of Auburn currently does in the area of property maintenance. We have attempted to break down what might be considered "janitorial" services versus "property maintenance" services. For the items listed under janitorial and maintenance on the attached page, the Town currently spends approximately \$58,500.

We have also identified various annual system inspections, testing and service we are currently engaged in. We are aware the Auburn School District utilizes some of the same vendors the Town does in this area, and thought there may be a benefit in jointly seeking these services as a larger contract for possibly some cost savings. The Fire Extinguisher contract is an example of one the Town and School District have jointly done in 2014, which we believe has been to the benefit of both entities. The Town took the lead and developed a Request for Proposal that covered both the Town and the School District. Similar efforts may make sense for other services – whether the School District or the Town takes the lead on the activity.

From the Town's perspective, we are interested in ensuring we are properly maintaining the Town's buildings and properties in the most efficient means possibly. At the present time, generally speaking, that entails calling a contractor or vendor of some sort when something happens – with the exception of annual inspections and/or service of some specific systems like the HVAC system. It would be extremely beneficial to our Town departments to have a local contact for building and property maintenance that we can contact for an initial review and assessment of an issue, and a determination if it can be a local fix or requires an outside vendor.

Further, from the Town's perspective, having a review done of our physical facilities and a general maintenance plan developed by someone knowledgeable about the maintenance of public buildings for what we should be doing on an ongoing basis would certainly be beneficial to the Town.

At this point, this is a conceptual thought. There are a host of items to be considered and reviewed from both the Town and the School District perspectives. Not the least of which are the two different fiscal years of the Town and the School District and when, if at all, it would make sense to commence any joint activity.

What may make the most sense to look at this is for the Town and the School District would be to designate appropriate individuals to meet together and work through details of what may or may not be possible, and develop recommendation(s) for the Board of Selectmen and the School Board to consider. If this is the chosen direction, I would encourage that a deadline for reporting back to the two governing boards also be established.

Again, this is intended for the purpose of opening a discussion. We are not looking to have an instant decision made as we are certainly not in the position to do that on our end. But we would be ready to work with whoever is appropriate to look at how this may work best for both the School District and the Town.

Thank you for your consideration.

TOWN OF AUBURN

BUILDING and PROPERTY MAINTENANCE

Janitorial

Cleaning Town Hall / Offices & Bathrooms (Twice per week)
Cleaning Safety Complex / Front Hall, Bathrooms & Community Room (Twice per week)
Cleaning Safety Complex / APD Offices & Bathrooms (Twice per week)
Cleaning Safety Complex / APD Offices - Strip & Wax Floors (Twice a year)
Cleaning Safety Complex / APD Offices - Burnish Floors (10 times per year)
Trash Collection / Property & Equipment Checks - Circle of Fun Playground (Daily / Seasonal)
Trash Collection / Property & Equipment Checks / Clean Bathrooms - Eddows Field (Daily / Seasonal)
Trash Collection / Property & Equipment Checks - Appletree Park (Daily / Seasonal)
Trash Collection / Property & Equipment Checks - Skating Rinks - Basketball Courts - Eaton Hill Road (Daily / Seasonal)
Trash Collection / Property Check - Bicentennial Park - Chester Road (Daily / Seasonal)
Snow Shoveling / Blowing of Walkway, Stairs & Exterior Doors - Town Hall (Seasonal)

Maintenance

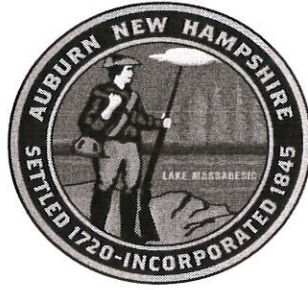
General, Routine Building Maintenance - Town Hall & Safety Complex
Mowing & Maintenance of 10 Town Properties
(Town Hall, Bicentennial Park, Safety Complex, Library, Eddows Fields, Circle of Fun Playground,
"Welcome to Auburn" Sign, Roadside area between Griffin Dam and Route 121, Field adjacent
to Safety Complex, Appletree Park)

Annual Inspections / Tests / Service

Fire Alarm - Town Hall, Safety Complex, Library, Pingree Hill Station
Lift Inspection / Certification - Town Hall
Generator - Town Hall, Safety Complex
HVAC System / Furnace - Town Hall, Safety Complex, Pingree Hill
Fire Extinguishers - Town Hall, Safety Complex, Pingree Hill Station, Highway Garage
Security Systems - Town Hall, Safety Complex

Town of Auburn

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townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: August 19, 2016

Re: Goal Setting for Town of Auburn - 2017

As we face another budget cycle and start to consider things for 2017, I would like to offer the suggestion that the Board of Selectmen consider going through a formal, facilitated process to establish goals and strategies that will help the Board guide the Town over the next year.

This is a process a number of communities undertake, and is offered as a member service by Primex.

I have had conversations with several colleagues, who have found this process to be very helpful to the Board and Town administration, and provides a bigger picture overview for Town departments, as well as the public, on the Board's intended actions and goals for the year. Several colleagues indicated it was also helpful because it is done in a different setting than the regular meetings of the Board of Selectmen, and allows for more discussion of thoughts and ideas.

The Town of Exeter, for one, has gone through this process now for a number of years, so they are able to first look and determine how they did compared to the prior year's goals, and then establish new goals for the following year. Attached for your information and review is the summary report of the Town of Exeter's goal setting efforts of 2016.

If the Board is interested in this process, I would suggest that we attempt to schedule a fall or early winter meeting with the facilitators from Primex in order to try and complete the process and be focused by the first of the coming year.

Thank you for your consideration.

Attachment

Working together is success.
— Henry Ford



Town of Exeter
New Hampshire

April 30, 2016

Primex³
NH Public Risk Management Exchange

Center for
Public Sector
Advancement

Promoting Excellence in the Public Sector

Purpose and Intended Result of the Session

The purpose of the session was for the Board and Town Manager to come together to lay the horizon for the Town and establish goals and strategies that will help guide the Town over the next twelve (12) months.

Participants

Julie Gilman, Vice-Chairman

Donald Clement, Board of Selectmen

Anne Surman, Board of Selectmen

Nancy Belanger, Clerk

Dan Chartrand, Chairman

Russ Dean, Town Manager

The exercise was facilitated by:

Rick Alpers, Risk Management Consultant, Primex³

Shelley Walts, Member Service Consultant, Primex³

2015 Goals Review Discussion

The session began with the Board of Selectmen and Town Manager reviewing the successful goals for 2015 and to identify any goals to continue working on along with the goals identified for 2016.

Grow and Improve Relationship with major Industries in Town – Goal Partially Achieved

- **Exeter School Board** - not as much engagement as hoped. Full day Kindergarten was passed by the Town.
- **Philips Exeter Academy** - good collaboration with Academy with ongoing improved communications.
- **Exeter Hospital** - good working relationship.
- **River Woods** - Very good relationship. Active with group on events and committees along with a great volunteer base.

*Will continue to work with these organizations to develop relationships and for assistance on committees such as the Steering Committee for the Master Plan.

Regional Waste Water Treatment Solution – Goal Achieved

Town voted to move forward on its own to build a new waste water treatment plant.

Water Purchase with Stratham – Goal Achieved

While Exeter voters agreed the Town of Stratham returned a “no” vote. Exeter moved forward on its own. Continued talks still on going with Stratham on water and sewer joint ventures.

Planning Department Complete Operations Review – Goal Achieved

- MRI completed Report
- New Planner was hired
- Continue to review operations and process issues
- Working with housing Committee to provide data

General Topics for Discussion for 2016

Top 2-3 Priorities for 2016

Each Board member and the Town Manager identified their individual 2-3 priorities for the Town of Exeter to focus on in 2016.

Don Clement

1. Structure and Process of Economic Development
2. Economic Development Strategic Plan to be reviewed by Board of Selectmen and then supported
3. Vision and Mission for town
4. Master Plan Update
5. Improved Communication both internal and external

Dan Chartrand

1. Wetland Zoning concerns on Epping Road to unlock TIF – expand commercial and mixed use base
2. Take advantage of low interest rates to accelerate Capital Improvements
3. Master Plan Update- Consider adding sections on Housing Committee, Economic Development Strategic Plan

Julie Gilman

1. Work with State on legislation that directly affects Exeter
2. Work with Exeter hospital on the ever changing demographics of Exeter
3. Zoning to be fine tuned
4. New Town Manager Contract

Anne Surman

1. Master Plan in relation to Philips Exeter Academy - working together
2. Modeling of neighborhoods - Zoning
3. Develop a marketing plan for the town that includes a section on community development while working alongside the Chamber of Commerce to produce the plan.

Nancy Belanger

1. Work to identify areas of town that could benefit from an improved traffic flow
2. MRI Report - Roles within Town: Board of Selectmen, Committees, Commissions
Develop Training / handbook to foster volunteerism
3. Continue to review and support Recreation Department Plan and Improvements
4. Board of Selectmen to-do list calendar - dates of upcoming events, meetings, evaluations, contracts, etc.
5. Water/Sewer Rate Study

Russ Dean

1. Continue to Improve Economic Development Plan
2. Participate in Economic Development Strategic Plan as part of Master Plan
3. Maintain Community Relations and Improve on outreach
4. Facilities Plan - Audit completed

Top 2016 Goals

The Board of Selectmen and the Town Manager identified the top goals for the Town of Exeter and to develop a work plan. The goals were formulated from the individual goals listed above. The goals and deadline for an update or completion are listed below.

GOAL #1: Master Plan Update

- Board of Selectmen to be active in driving update with Steering Committee

- Review and encourage demographic diversity throughout each chapter of the Master Plan
- Individual Board Members begin to define priorities for upcoming master Plan update - **March 2017**
- Update Master Plan to add Economic Development Chapter - assigned to **Julie Gilman**

GOAL #2: *Continue to Improve Economic Development Program*

- Participate and complete Economic Development Strategic Plan
- Intensive Zoning Review
- End of year MRI report update on Community Development Planning approval process - **December 2016**
- Continue to encourage Commercial Development: Epping Rd., Portsmouth Ave., Lincoln St.

GOAL #3: *Community Relations and Outreach*

- Improve Communications Internally and Externally
 - ✓ **Internal:** Board of Selectmen, other Boards, committees, Staff
 - ✓ Streaming of meetings
 - ✓ Improve Selectmen communications through Department Head reports
 - ✓ Hold Board "meet and greets"
 - ✓ **External:** Businesses, organizations, citizens, volunteers
 - ✓ Utilize social media more often
 - ✓ Contact AHA for website review and possible updates for navigation capabilities and mobile-friendly

Continue working with Exeter School Board, Exeter Hospital, River Woods and Philips Exeter Academy

GOAL #4: *Capital Improvement Strategy*

- | | |
|--|------------------------------------|
| ▪ Take Advantage of low interest rates | ▪ Court Street |
| ▪ Potential Projects | ▪ Westex |
| ▪ Facilities | ▪ Water Facility on Portsmouth Ave |
| ▪ Water/Sewer Extensions | ▪ Sidewalks/Cross Walks |
| ▪ Recreation Proposal | ▪ Roads |

To be discussed and vetted for budget season **September 2016**

Center for
Public Sector
.....
A d v a n c e m e n t



Bow Brook PLace
46 Donovan Street
Concord, NH 03301

603-225-2841
800-698-2364

www.nhprimex.org

Trust. Excellence. Service.



Memorandum

TO: All NHMA Members

FROM: Judy Silva, Executive Director
Cordell A. Johnston, Government Affairs Counsel

DATE: June 20, 2016

RE: 2017-2018 Legislative Policy Process *Important Dates!*

FLOOR POLICIES DUE: August 12 ♦ **POLICY CONFERENCE: September 23**

The NHMA legislative policy process is moving forward! Enclosed with this memo is a copy of the policy recommendations made by NHMA's three policy committees. This document will also be posted on NHMA's website, www.nhmunicipal.org.

The policy recommendations are listed by committee: (1) General Administration and Governance; (2) Finance and Revenue; and (3) Infrastructure, Development, and Land Use. Each committee's recommendations are listed in order of priority, as "action," "priority," or "standing" policy recommendations. Also enclosed is a list of NHMA's Legislative Principles, which will be considered for re-adoption at the Legislative Policy Conference, along with the recommended policies.

We urge each municipality's governing body, prior to the Legislative Policy Conference, to vote a position on the recommendations and floor proposals (see reverse) to provide direction to your voting delegate at the Conference. Otherwise, your delegate is free to cast your municipality's vote as he or she chooses. For more information about the legislative policy process and the Policy Conference, please see the enclosed Questions and Answers document.

Floor Proposals

The deadline for submitting floor proposals is **Friday, August 12**. A floor proposal will be accepted only if it is ***approved by a majority vote of the governing body*** (Board of Selectmen, Aldermen, or Council) of the town or city submitting the proposal, is submitted in writing, and is received **no later than August 12**. We will mail all floor proposals to each municipality so there will be an opportunity to take a position on them before the Policy Conference. Floor proposals should be in the same format as proposals submitted to the policy committees.

A Floor Policy Proposal form has been included for your convenience, or you may find it on the NHMA website. (Go to www.nhmunicipal.org, click on "Advocacy," then "Policy-Setting Process," then "Download 2017-2018 Floor Policy Proposal Form.") To submit a floor proposal, please send it to NHMA, 25 Triangle Park Drive, Concord, NH 03301, fax it to 224-5406, or e-mail it to governmentaffairs@nhmunicipal.org.

Legislative Policy Conference

The 2017-2018 Legislative Policy Conference is scheduled for **Friday, September 23, 2016, at 9:00 a.m. at NHMA's office, 25 Triangle Park Drive in Concord**. We will include with the floor proposal mailing a card for each town or city to return indicating who has been appointed as the municipality's voting delegate.

Please call the Government Affairs Department at 800-852-3358, ext. 3408, if you have any questions.



Legislative Principles

In addition to the established Legislative Policy positions adopted by the New Hampshire Municipal Association membership, the following principles should guide staff in setting priorities during any legislative biennium:

1. Consider unfunded mandate issues that violate Part 1, Article 28-a of the New Hampshire Constitution to be paramount. Identify them and oppose them.
2. Work to maintain existing revenue streams to municipalities, (i.e. revenue sharing, meals and rooms tax, highway, and other state aid). Be especially watchful of proposals to reduce local aid in order to meet other funding commitments.
3. Advocate to maintain existing local authority.
4. Support issues which provide greater authority to govern more effectively, efficiently and flexibly at the local level, including local option legislation. If the legislature is considering adopting a program that is particularly controversial at the local level, support a requirement that a local legislative body vote is necessary before full implementation of the measure.
5. Support bills proposed by individual municipal members, except when they conflict with these principles or other NHMA policies. Staff should prioritize time and resources when there are competing demands in order to focus on NHMA's broad agenda first.
6. Encourage exemptions from state taxes rather than local property taxes when legislative intent is to preserve statewide resources.
7. Advocate for municipal representation on all state boards, commissions, and study committees which affect municipal government and have non-legislative members.
8. Work cooperatively with other groups and associations to support efforts to improve the delivery of services at the local level.
9. Support municipal efforts toward effective regional cooperation and delivery of municipal services.
10. Support efforts to develop a statewide technology network that fosters increased communication and greater compatibility among levels of government and within and between agencies in all levels of government.

2017-2018 NHMA Legislative Policy Process

Questions & Answers

1. What is the purpose of establishing NHMA legislative policy? The New Hampshire Municipal Association (NHMA) is the voice of New Hampshire's cities and towns before the state legislature and state agencies. Adoption of legislative policy allows your municipal voice to be heard through the actions of your organization – NHMA. By adopting legislative policy, local officials can tell elected representatives what they feel are the major concerns of cities and towns.

The NHMA Board of Directors oversees NHMA's advocacy activities. Legislative policy positions direct the board and NHMA staff in representing municipalities before the legislature and state agencies.

2. How are legislative policy recommendations prepared? In the spring of each even-numbered year, NHMA forms legislative policy committees addressing different aspects of municipal government. The three committees this year are:

1. Finance and Revenue;
2. General Administration and Governance; and
3. Infrastructure, Development, and Land Use.

These three policy committees consider issues and problems derived from their own experience as local officials, issues sent in by other members or brought to them by staff, past policy positions, and issues resulting from the most recent legislative session. Each committee holds several meetings during the spring and develops policy recommendations to be voted on by member municipalities at the Legislative Policy Conference.

3. Who votes on adoption, amendment, or rejection of these recommendations, and when? On Friday, September 23, 2016, at 9:00 a.m., the 2017-2018 NHMA Legislative Policy Conference will be held at NHMA offices (25 Triangle Park Drive) in Concord. ***Each member municipality will be asked to appoint a voting delegate to cast its vote at this conference.*** Each member municipality, regardless of size, has one vote on all policy matters.

In the absence of any other designation by the Board of Selectmen, Aldermen, or Council, a voting delegate card will be issued at the door (in order of priority determined by the NHMA Municipal Officials Directory) to:

Mayor/Chair of Board of Selectmen/Council Chair

OR

Mayor Pro Tem/Vice or Assistant Mayor/Council Vice Chair

OR

Selectman/Alderman/Councilor

OR

City or Town Manager/Administrative Assistant

4. Will other policy proposals be voted on at the conference? Yes, municipalities will have the opportunity to submit floor policy proposals for consideration at the conference. Each floor policy proposal must be approved by the governing body of the municipality submitting it, but the

proposals will not be reviewed or recommended by NHMA's legislative policy committees. Floor policy proposals will be voted on separately at the conference.

5. How does our voting delegate determine a position on these recommendations? We urge each municipality's governing body to discuss the recommendations in advance of the Legislative Policy Conference and vote to take a position on each one, in order to give direction to the voting delegate. Otherwise, your voting delegate is free to cast your municipality's vote as he or she desires. ***You do not need to notify NHMA of your positions on the policy recommendations; just provide that information to your voting delegate.***

6. How are the policy recommendations presented and voted on at the Legislative Policy Conference? The chair of the board of directors, as the presiding officer of the Legislative Policy Conference, introduces the entire set of recommendations of each policy committee, one committee at a time, as a slate. The chair and vice chair of each committee will be available to address questions. Any voting delegate may ask that a recommendation be set aside to be debated and voted on separately. The remaining recommendations are voted upon as a slate. When the slate from each policy committee has been voted, the voting delegates will then return to those items set aside for separate debate and vote. It is at this time that individual items can be killed, amended, passed over, laid on the table, etc. Votes are by a display of special voting delegate cards.

7. Are policies adopted by a simple majority vote? No. NHMA's by-laws require a two-thirds affirmative vote of those members present and voting for approval of any NHMA legislative policy.

8. Why is the Legislative Policy Conference separate from the November annual meeting? The Legislative Policy Conference must be held before the annual conference in order to meet the legislative deadlines for the filing of new bills. The staff needs time after adoption of policies to draft bills and secure sponsors.

9. How will I know what policies are adopted if I don't go to the Legislative Policy Conference? The final 2017-2018 NHMA Legislative Policies will be printed as a supplement in the November/December 2016 issue of *Town & City* magazine. We will also post them on NHMA's web site at www.nhmunicipal.org.

10. What happens if an issue that is not covered by any of these policies comes before the legislature? The NHMA Board determines the position that the staff will advocate on issues not covered by specific NHMA Legislative Policy. The policy conference also endorses a set of Legislative Principles, which augment the specific legislative policy positions by setting forth general principles that guide staff in their advocacy efforts.

**Town of Auburn
Board of Selectmen & Police Commission
August 16, 2016**

Selectmen Present: James Headd, Richard Eaton & Dale Phillips

Police Commissioners Present: David Dion and Dennis McCarthy

Also Present: Alan Gould, Bruce MacDougall and Neal Ouellette from Municipal Resources, Inc., Police Chief Edward Picard, Lt. Ray Pelton, Detective Sergeant Chip Chabot, Dan Carpenter, Mary Ann & John Rolfe, Mike & Linda Dross, Dennis & Pauline Vieira, Michael Rolfe, Russell Sullivan, Tom Gonyea, Scott Norris, Paula Marzloff, Mike DiPietro and Town Administrator William Herman

Mr. Headd called the meeting to order at 7:00 PM and led the audience in the Pledge of Allegiance.

Presentation of Police Department Organizational and Risk Assessment:

Mr. Headd opened the meeting by introducing Alan Gould, President of Municipal Resources, Inc. (MRI) for a presentation of the Organizational and Risk Assessment Review of the Auburn Police Department. Mr. Headd noted the Board of Selectmen, Police Commissioners and Police administration have had the report for approximately two weeks, so he asked Mr. Gould for a summary of the efforts.

Mr. Gould introduced himself and Chiefs Bruce MacDougall and Neal Ouellette who comprised the team responsible for the Auburn review. He indicated the review had included interviews with a number of elected and appointed municipal officials, an extensive review of relevant statistics, policies and department documentation; an inspection of the police facility, cruisers and equipment, and interviews with department personnel. All of this lead to documentation in the form of the report that includes observations and recommendations for potential improvements.

The report is broken down into specific areas including organizational design; hiring/retention/promotion; supervision; policy and practice review; training; police facility; prosecution, evidence & property control; prisoner handling & holding; citizen complaints & internal investigations; fiscal management; vehicles, uniforms & equipment; use of technology; perceptions of the Auburn Police Department, and Conclusions. The report includes approximately 100 recommendations for the department and Town to consider.

Mr. Gould noted MRI has been in business for 25 years and performs similar work for communities in Maine near the Canadian border to as far south as Pennsylvania and

South Carolina. He indicated the work in Auburn had been a pleasure for the team to be involved.

Mr. Headd asked if any of the Selectmen or Police Commissioners had any comments or questions about the report.

Mr. McCarthy reported he has read through the report at least twice and has been highlighting items and making notes. He felt the job done was excellent and the report provides great ideas and direction for the Town to move forward with. It was his hope the Board of Selectmen and Police Commissioners will work together to implement the recommendations of the report, although he noted several items will involve additional financial resources and that overall it is not a quick fix. But he felt the report provided a very good road map to the future for the Auburn Police Department.

Mr. Dion echoed Mr. McCarthy's comments. He felt the team was very fair in their review and observations and the report is very well presented and takes a positive approach, which he appreciated.

Mr. Gould noted they never intend for a review and report to be negative. They also prefer to provide short, medium and long-term recommendations for improvements. As a team they fully agree this should always be a long view approach to implementation, not a quick fix.

Mr. Headd noted the report emphasizes the direction should be to move towards more full-time officers and less reliance on part-time police officers. He wondered if they could outline what the difference is between full and part-time officers. Mr. Gould and Mr. Ouellette responded noting that to the public, there is no difference between a full or a part-time officer. They wear the same uniform, drive the same cruiser, carry the same gun, make the same arrest, etc. However, in New Hampshire, a full-time police officer goes through a 16 week (640 hours) Academy on a full-time basis, in addition to ongoing annual training requirements. A part-time officer is provided with a total of 400 hours of training on a nights and/or weekend basis over a longer period of time. Yet, they perform the same job and functions. They emphasized there is a greater liability to the individuals and to the Town based on the level of training, particularly if something happens that results in a court case.

Mr. Eaton felt it was a very good report and agreed that it provides a good road map to go by moving forward. He hoped the Police Department would start prioritizing the recommendations in order to be able to make progress in an orderly manner. He felt it is going to be a very good tool for the Town.

Mrs. Phillips also felt it was a very good report and addresses items that have been discussed for years in a straight forward and professional manner. She agreed with the Police Commissioners and other Selectmen that it is a good road map moving forward.

Mr. Gould noted just because the report is finished, MRI can be an ongoing resource to Auburn moving forward. He said as the Town works on various items, they can always contact MRI to clarify what specific items are being discussed or recommended. Mr. McCarthy asked if it would be possible to receive an electronic version of just the various recommendations contained in the report. He felt it would be easier for the department to begin a prioritization effort if they could work from such a document. Mr. Gould said they would compile such a document and forward it to the Town.

Mr. MacDougall noted the report recommends the Town transition to a full-time force over time. They are not recommending an immediate turnover, but to move in that direction as deemed appropriate. He re-emphasized that to the public, there is no difference between a full-time or part-time officer as has been said, but that there is a difference both in training and hours of availability. Lt. Pelton noted of the 11 part-time officers Auburn currently has, seven of them are full-time certified officers with six of the seven being retired full-time officers. Mr. MacDougall indicated if managed right, a department's part-time officers could be the pool of future full-time officers.

Mr. Ouellette also indicated that one means to address some of the training concerns of full-time versus part-time officers is to have all part-time officers attend the in-service training that full-time officers are required to take annually.

Mr. Dion noted the Police Commission has generally agreed to move in the direction of reducing the part-time force and moving more to a full-time force, but they wanted to do it by attrition. Mr. MacDougall stressed the goal should be to have all patrol shifts covered by full-time officers.

Lt. Pelton reported they felt the review process went very well and the department was able to learn things in the process. He indicated the command staff was currently working with the Chief in going through the recommendations and developing a plan for implementation. He felt the plan would be brought forward to the Police Commission and, as appropriate, move forward to the Board of Selectmen and Budget Committee.

Mr. Vieira said he had read the entire report and felt the review and recommendations were very good and thorough. He encouraged the Police Commission and the Board of Selectmen to tackle all of the recommendations and not only a few, although he agreed they had to be prioritized and done over a period of time.

Mr. Carpenter reported in 2015 the Police Department asked for a fourth full-time officer and the Budget Committee had been told the part-time officer ranks would be reduced as a result. He has learned by tonight's discussion that since 2015, the part-time ranks have only been reduced by one when it had been felt at least three positions would be eliminated. He felt that transition was not happening very fast. Mr. McCarthy agreed the Police Commission will need to work on that and that they may not be able to work on an attrition basis.

Mr. Dross asked didn't the Town just hire an additional full-time officer in order to fill shifts that part-time officers were not filling? Lt. Pelton reported the Town did just hire an additional full-time officer, but it was to replace the former Captain's position that was vacant. The hiring of the additional officer was to ensure that there would be two full-time officers on duty on all day shifts. Mr. McCarthy also noted that was one of the recommendations in the MRI Report to eliminate the Captain's position following Captain Bartis' retirement and to replace the position with a full-time patrol officer position.

With no further questions or comments, Mr. Headd thanked Mr. Gould, Mr. MacDougall and Mr. Ouellette for their efforts for the Town of Auburn, and for participating in this public meeting.

Adjourn:

Mr. Headd moved to adjourn; Mr. Eaton seconded the motion. All were in favor, the meeting was adjourned at 7:25 PM.