

STAFF REPORT



To: Bedford Town Council
From: Rick Sawyer, Town Manager
Tammy Penny, Finance Director
Date: January 27, 2021
Re: **2021 Budget – Second Public Hearing**

January 27, 2021 Update:

As a result of the ladder truck bid coming in approximately \$50k lower than budgeted and with some options for payment and equipment that would further reduce the overall cost we are confident that some of the funding set aside for this purchase in December can be reallocated to further reduce the impacts of the 2021 budget. Our recommendation is to use \$80,000 from the ladder truck transfer together with an additional transfer of 2020 year end appropriations from various police patrol lines of \$62,892 to fully fund the 2021 police vehicle line (10030558-57210) of \$142,892 and further reduce the overall 2021 tax rate impact by approximately 3.5 cents. Options for this transfer and budget amendment with and without the Associate Planner request have provided below.

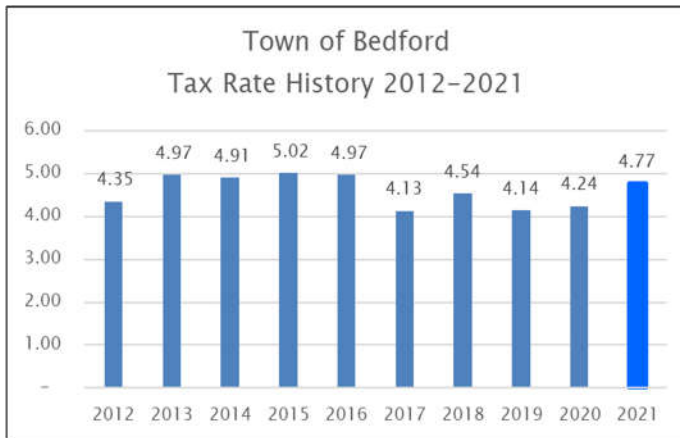
BACKGROUND

The Town Council held a workshop on the proposed 2021 budget on November 7, 2020, discussed and made changes to the budget at the December 16, 2020 Council meeting and discussed and made changes at the January 13, 2021 budget hearing that that resulted in a total combined operating and capital budget appropriation of \$36,636,145.

DISCUSSION

Decisions made on the 2021 proposed budget through the January 13, 2021 Council meeting represent a \$0.53 or 12.5% increase over the 2020 tax rate for a new estimated rate of \$4.7671 per \$1,000 of assessed value or \$4.77 rounded. The \$18k reduction for the capital reserve deposit for the master plan resulted in a \$0.004 reduction on the tax rate. On a \$400k home the increase is \$212 a year or \$17.67 a month. As the Council knows, the projected 2021 tax rate is significantly impacted by the loss of revenues and the \$0.22 increase from debt service associated with the selling the third installment of the \$30M road bond approved in 2014. The increase of debt service is \$895,971 by itself however overall increase in appropriations is \$383,340 which shows steps were taken in all other areas of the budget to limit its impact (this analysis does not include the \$2M facilities line being funded out of fund balance).

Tax Burden on a \$400k home:



Year	Rate	Increase\$	Total (\$)
2016	4.97	-20	1,988
2017	4.13	-336	1,652
2018	4.54	164	1,816
2019	4.14	-160	1,656
2020	4.24	40	1,696
2021	4.77	212	1,908

Please see the attached draft 2021 Town Meeting Handout for more information on the proposed budget.

New item for consideration:

As the Council is aware our Associate Planner has announced her intention to retire in the spring of 2021 and the Planning Director and Town Manager believe it is time to enhance our services to the community by changing this position from part time (25 hours a week) to full time (40 hours a week). Based on a May 1st start date this will have an impact of an additional \$30,000 in the 2021 budget. The majority of the budget impact is for health insurance and retirement benefits. Given the reduction in the Planning Department overall budget of \$18,000 at the last Council meeting the increase from the Manager's submitted budget would be \$10,720 and will not increase the tax rate beyond what has been reported earlier in this report. This position moving to full time is something that has been considered for many years will be beneficial to the department and community in many ways which is further detailed in a memo from the Planning Director (attached). An alternative motion has been provided that includes this additional cost should the Council be willing to entertain this request.

RECOMMENDATION

It is recommended that the Council conduct the second public hearing on the budget as proposed and move the budget forward to Budgetary Town Meeting following the close of the hearing.

RECOMMENDED MOTIONS

1. I MOVE THAT THE TOWN COUNCIL move Article 5 the 2021 Capital Reserve Fund as presented (or amended) forward to the Budgetary Town Meeting scheduled for March 10, 2021 with a total appropriation of \$3,049,050.
2. I MOVE THAT THE TOWN COUNCIL move Article 6 the 2021 operating budget as presented (or amended) forward to the Budgetary Town Meeting scheduled for March 10, 2021 in the following amounts:

Option 1: budget as of 1/13/2021 (no changes)

General Fund	30,785,228
Recreation Day Camp	83,025
Bedford Comm. TV	456,073
Sewer Fund	<u>2,262,769</u>

Total Appropriations \$33,587,095

Option 2: Adding planner position upgrade only

General Fund	30,813,948
Recreation Day Camp	83,025
Bedford Comm. TV	456,073
Sewer Fund	<u>2,262,769</u>

Total Appropriations \$33,615,815

Option 3: (vehicle changes only) Making a reallocation of \$80,000 ladder truck funds, making a 2020 year end transfer of police patrol funds of \$62,892, and reducing the 2021 police vehicle line by \$142,892 (no planner upgrade).

General Fund	30,642,336
Recreation Day Camp	83,025
Bedford Comm. TV	456,073
Sewer Fund	<u>2,262,769</u>

Total Appropriations \$33,444,203

Option 4: (vehicle & planner changes) - Making a reallocation of \$80,000 ladder truck funds, making a 2020 year end transfer of police patrol funds of \$62,892, and reducing the 2021 police vehicle line by \$142,892 and upgrading the planner position.

General Fund	30,671,056
Recreation Day Camp	83,025
Bedford Comm. TV	456,073
Sewer Fund	<u>2,262,769</u>

Total Appropriations \$33,472,923

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EXHIBITS ...

- A. Draft 2021 Town Meeting Handout
- B. Memo from Becky Hebert, Planning Director

DRAFT

Town of Bedford



2021 Town Meeting Warrant Articles and Municipal Budget Summary

There is an estimated tax increase of **\$0.53** in the Municipal portion of the property tax rate for this budget. The ***estimated tax rate*** for the Municipal portion is **\$4.77** per \$1,000 assessed valuation.

Town of Bedford, New Hampshire
2021 Municipal Budget

Important Dates

Public Hearings Held on the Town Budget

Wednesday, January 13, 2021 at 7:00 p.m.

Wednesday, January 27, 2021 at 7:00 p.m.

Virtual - Contact Town Manager's Office for call in information

Election Day

Tuesday, March 9, 2021, 7:00 a.m. - 7:00 p.m.

Bedford Middle/High School – 47 Nashua Road

Budgetary Town Meeting

Wednesday, March 10, 2021 at 7:00 p.m.

Bedford Middle/High School – 47 Nashua Road

2021 MUNICIPAL WARRANT

To the inhabitants of the Town of Bedford in the County of Hillsborough in the State of New Hampshire qualified to vote on Town Affairs:

You are hereby notified to meet at the Bedford High School on Tuesday, March 9, 2021 at 7 o'clock in the forenoon to act on the following Articles 1-3. Polls are to close no later than 7:00 p.m. Action on remaining Articles will be held at the Budgetary Town Meeting on Wednesday, March 10, 2021 at 7:00 p.m. at the Bedford High School (47 Nashua Road).

Article 1. **Election of Town Officers**

Article 2. **Zoning Amendments**

Article 3. **Charter Amendments**

TOWN ARTICLES 4-6 WILL BE VOTED ON AT THE BUDGETARY TOWN MEETING ON MARCH 10, 2021 AT THE BEDFORD MIDDLE/HIGH SCHOOL (47 Nashua Road).

2021 Town Meeting Warrant – ARTICLE 4

Article 4. – Conservation Fund Warrant Article

“To see if the town will vote to authorize 100% of the Land Use Change Tax collected pursuant to RSA 79-A:25 to be deposited into the existing Conservation Fund in accordance with RSA 36-A:5, III, as authorized by RSA 79-A:25, II. If adopted, this article shall take effect April 1, 2021, and shall remain in effect until altered or rescinded by a future vote of the town meeting.” (Majority vote required)

THE TOWN COUNCIL RECOMMENDS PASSAGE OF THIS ARTICLE.

NOTE: The Current Use Land Change Tax has been allocated to the Conservation Fund at a 70% rate with the remaining 30% going to the General Fund since 2000 when there was a similar article passed by the voters. With ever decreasing amounts of land held in current use and the cost of acquiring conservation land continuing to increase this change would help with any future conservation land acquisition or improvement projects.

2021 Town Meeting Warrant – ARTICLE 5

Article 5. – Capital Reserve Fund-Projects and Equipment

To see if the Town will vote to raise and appropriate **\$3,049,050** to be deposited into various Capital Reserve Funds. \$947,050 to come from new taxation, \$2,000,000 to come from Fund Balance Reserves and \$102,000 to come from the Sewer fund.

Assessment/Revaluation Reserve.....	\$15,000
Fire Equipment Reserve.....	45,000
Ambulance Reserve.....	85,000
Fire Engine Reserve.....	10,000
Fire Light Vehicle Reserve.....	37,000
Rec Tractor with Backhoe Reserve.....	4,500
Rec Tractor Heavy Duty Reserve.....	18,200
Rec Skid Steer Reserve.....	8,500
PW Solid Waste Backhoe Reserve.....	18,250
PW Ten Wheel Dump Truck Reserve.....	33,000
PW All Purpose Tractor Reserve.....	27,600
PW Front End Loader Reserve.....	32,000
PW Loader Backhoe Reserve.....	20,625
PW Sweeper Reserve.....	25,000
PW Roadside Mower Reserve.....	40,000
PW Chipper Reserve.....	4,000
PW Grader Reserve.....	3,000

PW Pickup/Utility Truck Reserve	25,000
PW One Ton Truck Reserve.....	80,000
PW Sewer Catch Basin Cleaner Reserve	12,600
PW Hot Box Reserve	3,600
PW Radio Communications Reserve.....	35,000
Facilities Safety Complex Reserve.....	5,000
Facilities Pool Complex Reserve	10,000
Facilities Safety Complex Generator Reserve	10,000
Municipal Facility Improvements Reserve	15,000
Facilities Transfer Station Improvements Reserve	10,000
Facilities Hwy Building Addition Reserve	10,000
Facilities Sand Storage Building Reserve	45,000
Facilities Design/Build	2,000,000
PW Traffic Signal Reserve.....	4,500
IT Infrastructure Reserve.....	14,000
PD Radio Console Reserve	63,625
PD Mobile Radios Reserve.....	15,000
PD Communications Network Reserve	47,000
PD Weapon Replacement Reserve	4,500
PD Taser Equipment Reserve.....	4,500
PD Command Vehicle Reserve.....	13,350
PD Records Management Reserve	30,000
Voting Machines (NEW 2021)	34,200
IT Phone Replacement (NEW 2021).....	15,000
PD Digital Evidence Platform (NEW 2021).....	13,500
SEWER Catch Basin Cleaner Reserve	25,500
SEWER System Improvement Reserve	67,500
SEWER Light Vehicles Reserve	9,000

Total Appropriations for Capital Reserve Deposit\$3,049,050

THE TOWN COUNCIL RECOMMENDS PASSAGE OF THIS ARTICLE.

NOTE: *The specific equipment and projects are identified in the report on the following page and detailed in the Town’s written Capital Improvement Plan. Funding for the Capital Improvement Plan has been appropriated annually and has been included in the recommended budget as a result of estimates made during the budget preparation process. The Town voted in 2004 to establish the Town Council as authorized agents for the purpose of expending the funds. The agents have authorized the Town Manager to expend Funds for approved projects.*

PURPOSE OF TOWN MEETING VOTE:

In accordance with NH RSA 35:3; 35:5, town meeting action is needed to appropriate a specific dollar amount into the Capital Reserve Fund by Town vote.

Article 5 Information Sheet

Capital Reserve Fund Description	Total Available (not incl 2020 income)	Add'l Funding from 2021 Appropriations
CONSERVATION COMM LAND RESERVE	1,111,776.95	-
COUNCIL LAND PURCHASE RESERVE	40,319.99	-
TOWN OFFICE BUILDING RESERVE	101,419.16	-
ASSESSING REVAL/ASSESSMENT RESERVE	56,715.53	15,000.00
DOCUMENT MANAGEMENT/SCANNING RESERVE	792.59	-
SAFETY COMPLEX RESERVE	65,036.08	5,000.00
AMBULANCE RESERVE (Ambulance Replacement)	281,479.30	85,000.00
FIRE EQUIPMENT RESERVE	154,539.06	45,000.00
FIRE ENGINE REPLACEMENT	296,175.78	10,000.00
FIRE LADDER TRUCK REPLACEMENT	1,074,283.53	-
REC TRACTOR W BACKHOE (Recr Equip Reserve)	39,415.10	4,500.00
REC FIELD IMPROVEMENTS	1,271.43	-
FACILITIES POOL COMPLEX RESERVE	28,315.74	10,000.00
REC TRACTOR HEAVY DUTY (Kubota Tractor)	58,111.44	18,200.00
FACILITIES LIBR PARKING LOT CONSTRUCTION/REPR	154,126.31	-
FACILITIES LIBRARY SEPTIC RESERVE	61,210.82	-
FACILITIES LIBRARY CARPET RESERVE	79.09	-
FACILITIES LIBRARY BOILER RESERVE	25.45	-
FACILITIES SAFETY COMPLEX GENERATOR (2035)	41,332.03	10,000.00
TOWN WIDE SECURITY UPGRADES	267,353.19	-
PLN COMMUNITY MASTER PLAN RESERVE	26,891.08	-
PLN ROUTE 3 IMPROVEMENTS RESERVE	11,425.71	-
PLN IMPACT FEE UPDATE	37,678.38	-
MUNICIPAL FACILITY IMPROVEMENTS	45,835.74	15,000.00
PW SOLID WASTE BACKHOE RESERVE	65,212.94	18,250.00
FACILITIES TRANSFER STATION IMPROVEMENTS	156,714.59	10,000.00
PW TS EQUIPMENT RESERVE	14.29	-
PW TRAFFIC SIGNAL IMPROVEMENTS RESERVE	10,467.47	4,500.00
PW PICKUP/UTILITY TRUCK RESERVE	14,896.14	25,000.00
PW ONE TON TRUCK RESERVE	96,809.30	80,000.00
PW TEN WHEEL DUMP RESERVE	5,927.68	33,000.00
PW ALL PURPOSE TRACTOR RESERVE	3,606.25	27,600.00
PW FRONT END LOADER RESERVE	124,379.30	32,000.00
PW LOADER BACKHOE RESERVE	22,335.21	20,625.00
PW SWEEPER RESERVE	146,156.06	25,000.00
PW ROADSIDE MOWER RESERVE	120,188.04	40,000.00
PW BULLDOZER RESERVE	121.77	-
PW COMPRESSOR RESERVE	16,277.23	-
PW CHIPPER RESERVE	7,505.88	4,000.00
PW GRADER RESERVE	5,853.99	3,000.00
PW SIX WHEEL DUMP TRUCK	696.25	-
REC SKID STEER	34,914.90	8,500.00
SIDEWALK RESERVE	85.58	-
HWY BUILDING RESERVE (Building Addition)	72,893.11	10,000.00
IT SOFTWARE LICENSING	10,779.32	-
IT INFRASTRUCTURE UPGRADE	27,247.98	14,000.00
POLICE COMMAND VEHICLE	58,334.57	13,350.00
PD RADIO CONSOLE RESERVE	146,134.54	63,625.00
PD COMMUNICATION NETWORK INFRASTRUCTURE	80,121.02	47,000.00
PD MOBILE RADIOS	90,762.34	15,000.00
PD WEAPON REPLACEMENT	22,775.85	4,500.00
POLICE TASER EQUIPMENT	46,729.92	4,500.00
FIRE LIGHT VEHICLE REPLACEMENT	51,034.65	37,000.00
FACILITIES DESIGN/BUILD	101,792.79	2,000,000.00
PW HOT BOX	7,671.71	3,600.00
SEWER CATCH BASIN CLEANER (GEN FUND CONTR)	12,600.00	12,600.00
PW RADIO COMMUNICATIONS	70,627.48	35,000.00
POLICE RECORDS MGMNT	60,537.84	30,000.00
PW SAND STORAGE BUILDING	45,000.00	45,000.00
VOTING MACHINES (NEW IN 2021)	-	34,200.00
IT PHONE REPLACEMENT (NEW IN 2021)	-	15,000.00
PD BWC & DIGITAL EVIDENCE PLATFORM (NEW IN 2021)	-	13,500.00
TOTAL	5,692,815.47	2,947,050.00
ENTERPRISE FUNDS	Total Available (not incl 2020 income)	Add'l Funding from 2020 Appropriations
SEWER CATCH BASIN CLEANER (SEWER CONTR)	112,899.54	25,500.00
SEWER SYSTEM IMP RESERVE	21,051.67	67,500.00
SEWER WW CAPACITY RESERVE	682,766.56	-
SEWER LIGHT VEHICLES	9,000.00	9,000.00
TOTAL	825,717.77	102,000.00
GRAND TOTAL ALL FUNDS	6,518,533.24	3,049,050.00

2021 Town Meeting Warrant – ARTICLE 6

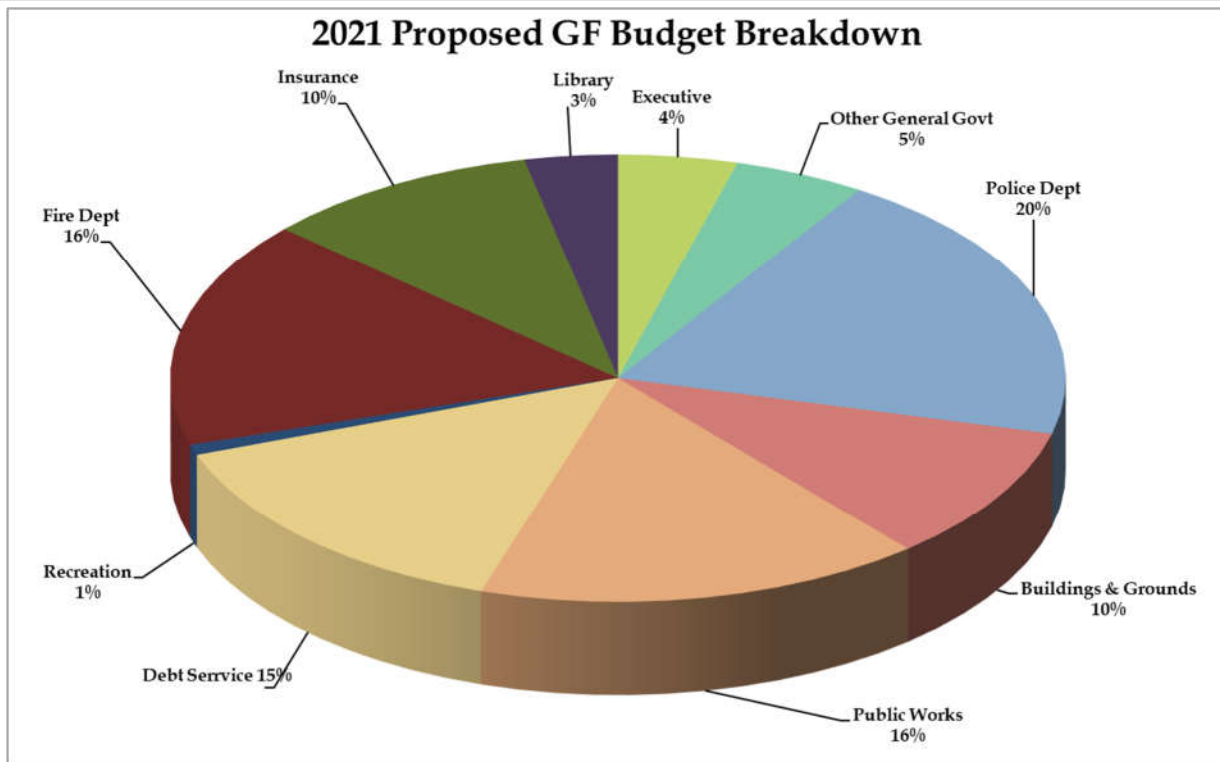
Article 6. - Town Operating Budget

To see if the Town will vote to raise and appropriate such sums of money for municipal operations in the ensuing year. This article does not include appropriations contained in special or individual articles addressed separately.

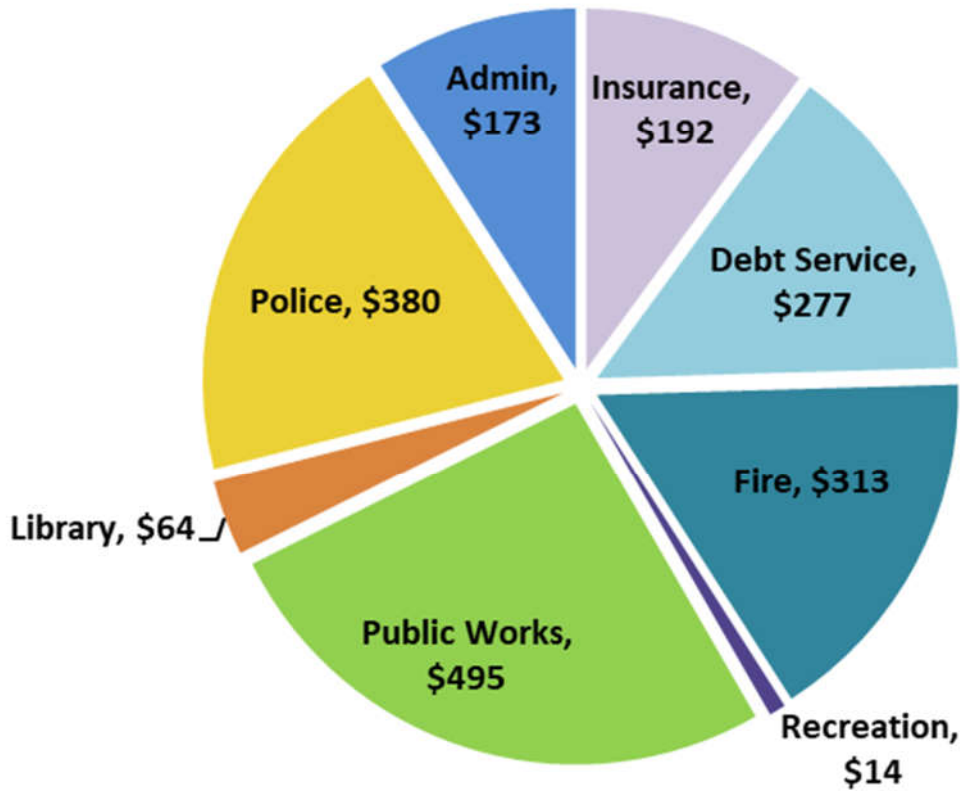
General Fund	\$30,785,228
Recreation Day Camp	83,025
BCTV	456,073
Sewer Fund	2,262,769
Total Appropriation	\$33,587,095*

*RSA 35:5 dictate that capital reserve deposits must be raised and appropriated under a special warrant article. **The sum of articles 5 and 6 is \$36,636,145, the total 2021 proposed appropriations.***

THE TOWN COUNCIL RECOMMENDS PASSAGE OF THIS ARTICLE.



Tax Dollars By Municipal Services
\$1,908 on \$400K valuation
based on Council Recommended 2021 Municipal Budget



Tax Effect of Budget Increases/(Decreases):					
\$ Change to Budget	\$ Tax Impact	Additional \$ Cost to Taxpayer with:			
		\$300k	\$400k	\$500k	
25,000	0.006	1.82	2.43	3.04	
50,000	0.012	3.65	4.86	6.08	
75,000	0.018	5.47	7.30	9.12	
100,000	0.024	7.30	9.73	12.16	
250,000	0.061	18.24	24.32	30.40	
500,000	0.122	36.48	48.64	60.80	
750,000	0.182	54.72	72.96	91.19	
1,000,000	0.243	72.96	97.27	121.59	

2021 Town Council - Proposed Budget Summary

The estimated Town portion of the tax rate is **\$4.77 per \$1,000**. It reflects a **\$0.53** increase from 2020 to 2021. The projected increased tax burden on a home valued at \$400k is \$17.67 per month.

Highlighted below are the more significant projects and/or equipment included within the budget:

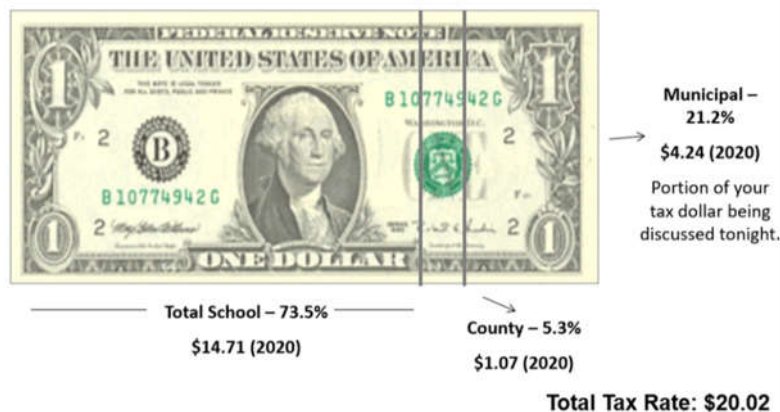
- ▶ **Roads Program** – Continuation of the Roads Program at \$6.5M through payment of debt service (\$~5.45M) for the six bonds, and \$1.1M additional local road appropriations. The \$10M bond sold in 2020 is the last installment of the \$30M bond authorization approved by the voters in 2014 and has a debt service cost of \$1.25M and an impact of \$0.22 on the proposed tax rate. There are no further bonds anticipated for the Roads Program at this time and 2021 represents the most expensive year as previous bonds will start to be paid off in 2021 and in years to come.
- ▶ **Capital Improvements** – Investment in long term items (\$~3M)
 - \$2M for facilities design/build (no tax impact due to fund balance offset) to allow for the potential purchase of property and the preliminary design of needed facilities.
 - Ambulance replacements in 2022, 2024, 2027 and 2029.
 - Communications network infrastructure, highway equipment, voting machines
- ▶ **Continued Field Improvements** – In 2020 a major investment to upgrade Sportsman field was supported and the 2021 budget includes \$100k in deferred maintenance and repairs across all fields. Funding for the implementation of the Recreation Master Plan that would provide quality venues for our sports and recreation community has not been included.
- ▶ **Health & Retirement:**
 - \$371k for increased NH Retirement System costs. On July 1, 2021 the rates increase for Police 19.12% (28.43% to 33.88%), 9.64% for Fire (30.09% to 32.99%) and 25.87% for Municipal employees (11.17% to 14.06%).
 - Health insurance includes a \$348k increase as we anticipate full staffing most of the year and apply current employee selections to the costs of existing plans. Approximately \$80k of this increase is funded by the SAFER grant and has no tax impacts.
 - The 2021 insurance budget anticipates a mid-year 7.5% increase in health insurance rates and a 6.5% increase in property and liability insurance. There are no rate changes anticipated for dental and disability.
 - \$21.6k for Workers Compensation increase of 9.7%.
- ▶ **Fire Department Vehicles** - The budget recommends a shift in how we respond to medical calls with the purchase of a Squad or rapid response vehicle to reduce costs and impacts on our full size fire engines. One of our tanker trucks is proposed to be sold.
- ▶ **Personnel:**
 - Year 4 of collective bargaining agreements for Police, Fire, and Public Works. This includes the 1% COLA for Police and Fire when the cumulative CPI-W exceeds 3%.
 - Four firefighters under a Staffing for Adequate Fire and Emergency Response (SAFER) grant awarded in late 2020. SAFER grants typically have a match the first three years. However, this grant will cover 100% of eligible costs over the first three years and in the fourth year the Town assumes responsibility for the positions.

- Full year IT Support Professional approved in 2020.
 - Full year of the reclassification of 4 firefighters to Captain positions as part of a plan to increase the number of firefighters on each shift starting in 2021.
 - Conversion of the Building Administrative Technician to full time.
 - Conversion of a Police Sergeant to Lieutenant Watch Commander.
 - Merit increase for non-union employees.
- ▶ **Decreased State Revenues (\$407,752)** – Room & Meals -\$175,382, Highway Block -\$40,586 Grant, State Municipal Grant -\$191,784.
 - ▶ **Use of Fund Balance** - \$3.5M to reduce the amount needed to be raised by taxes.
 - ▶ **Statistical Valuation Update** – To be completed in 2021 and every two years going forward.
 - ▶ **Voter Checklist Purge** – Completed once a decade ~\$20k.
 - ▶ **Town Clerk** - A 3% salary increase has been included in the proposed 2021 budget. The Town Clerk also receives the following benefits:
 - Employer Contributions to the NH Retirement System (if qualified).
 - The choice of health, dental, life, short and long term disability coverage. The benefit and town provided portion will be the same as offered to non-union Town employees.

Not Included in the 2021 Proposal:

- ▶ **2020 Year End Transfers** – \$680,000 was used to reduce the 2021 capital budget for the purchase of the ladder truck and two dump trucks. Expediting the purchase of the ladder truck with 2020 funds will allow this critical piece of equipment to be placed in service as soon as possible but not likely until early 2022 as they take approximately a year to be delivered. Spending and hiring freezes initiated in the early stages of the pandemic, vacancies, and a mild winter resulted in the available 2020 funds.
- ▶ **Transfer Station** –\$400k capital reserve deposit for future three phase power, a solar installation, and a shift to trash compactors.
- ▶ **Fire Station** – Epoxy Floor \$50k.
- ▶ **Police Department** - Part-time Investigative Assistant \$14k and SCBA \$37k.
- ▶ **Field Usage Fees** – Policy not in place for 2021.
- ▶ **Recreation Master Plan Improvements** - \$125,000 was scheduled to be deposited annually for improvements to be made every two years.

Town of Bedford – 2020 Tax Dollar Breakdown



TOWN OF BEDFORD

2021 PROPOSED APPROPRIATIONS

DEPARTMENTS :			2020 ADOPTED BUDGET	2021 TOWN MANAGER RECOMMENDED	2021 TOWN COUNCIL RECOMMENDED
	ORG #				
GENERAL FUND (Excludes Capital Reserve Deposits)					
TOWN COUNCIL	10010202		\$ 21,192	\$ 21,194	\$ 16,694
TOWN MANAGER	10010204		328,747	325,066	325,066
ENERGY COMMISSION	10010205		2,250	2,789	2,789
VOTER REGISTRATION	10010206		28,121	22,729	22,729
ELECTIONS	10010208		23,002	5,803	5,803
TOWN CLERK	10010210		94,719	87,613	87,613
INFORMATION SYSTEMS	10010216		574,104	617,315	601,815
CEMETERIES	10010234		52,200	37,250	37,250
LEGAL	10010238		160,000	160,000	160,000
NHMA	10010240		26,000	26,000	26,000
UNALLOCATED RESERVE	10010252		25,000	25,000	25,000
FINANCE & TAX	10010314		602,448	614,707	614,707
HUMAN RESOURCES	10010316		237,189	234,879	234,879
ASSESSING	10010318		310,156	311,575	311,575
INSURANCE	10010336		3,079,146	3,387,367	3,387,367
PLANNING DEPARTMENT	10010426		361,555	364,669	364,669
SOUTHERN NH PLANNING	10010442		15,835	15,555	15,555
FACILITIES MAINTENANCE	10010730		820,298	811,964	811,964
SPECIAL DETAIL	10020200		140,895	141,645	141,645
POLICE					
ADMINISTRATION	10030554		884,496	972,392	979,142
COMMUNICATIONS	10030556		914,075	910,031	910,031
PATROL	10030558		3,552,152	3,544,820	3,544,820
DETECTIVES	10030560		1,026,687	1,037,450	1,037,450
ANIMAL CONTROL	10030562		59,065	59,210	59,210
SUBTOTAL POLICE			6,436,475	6,523,903	6,530,653
FIRE					
ADMINISTRATION	10030654		364,624	389,730	389,730
OPERATIONS	10030664		3,871,526	4,251,145	4,251,145
INSPECTION	10030666		234,580	240,511	240,511
HEALTH INSPECTOR	10030668		31,537	31,404	31,404
FIRE HYDRANT RENTALS	10030670		398,000	446,550	446,550
SUBTOTAL FIRE			4,900,267	5,359,340	5,359,340
PUBLIC WORKS					
ADMINISTRATION	10050754		622,001	628,752	628,752
LOCAL ROAD MNTC	10050772		1,100,000	1,099,998	1,099,998
HIGHWAY	10050774		1,675,425	1,652,302	1,652,302
WINTER MNTC	10050776		537,788	512,523	512,523
TRAFFIC CONTROL	10050778		79,802	79,800	79,800
TRANSFER STATION	10070780		1,122,069	1,109,910	1,109,910
RECREATION FIELD MNTC	10110790		242,000	327,700	327,700
SUBTOTAL PUBLIC WORKS			5,379,085	5,410,985	5,410,985
GENERAL ASSISTANCE	10090382		7,500	7,500	7,500
RECREATION					
ADMINISTRATION	10110854		110,638	113,932	113,932
PROGRAMS	10110886		37,000	37,000	37,000
POOL	10110888		96,418	96,484	96,484
SUBTOTAL RECREATION			244,056	247,416	247,416
TOWN EVENTS	10110894		4,500	4,500	4,500
BEDFORD PUBLIC LIBRARY	10110992		1,130,563	1,135,483	1,135,483
GENERAL FUND BEFORE LONG TERM DEBT & CAPITAL RESERVE DEPOSITS			\$ 25,005,303	\$ 25,902,247	\$ 25,888,997

Appropriations Continued:

DEPARTMENTS :		2020 ADOPTED BUDGET	2021 TOWN MANAGER RECOMMENDED	2021 TOWN COUNCIL RECOMMENDED
	ORG #			
LONG TERM DEBT	10152100	-	-	-
2011 INFRASTRUCTURE BOND		687,028	672,481	672,481
2013 INFRASTRUCTURE BOND		770,400	756,000	756,000
2015 ROAD BOND		1,008,550	1,012,000	1,012,000
2017 ROAD BOND		1,347,000	1,298,000	1,298,000
2019 GENERAL OBLIGATION BOND (FAILED)		-	-	-
2020 ROAD BOND		218,582	1,252,250	1,252,250
ALLOCATED TO SRR TIF		(96,300)	(94,500)	(94,500)
BOND ISSUANCE COSTS		65,000	-	-
SUBTOTAL LONG TERM DEBT		\$ 4,000,260	\$ 4,896,231	\$ 4,896,231
TOTAL GENERAL FUND (EXCLUDES CAPITAL RESERVE DEPOSITS)		\$ 29,005,563	\$ 30,798,478	\$ 30,785,228
ENTERPRISE AND SPECIAL REVENUE FUNDS (Excludes Capital Reserve Deposits):				
DAY CAMP 22	22530800	\$ 83,006	\$ 83,025	\$ 83,025
BEDFORD COMMUNITY TV & RADIO 27	27554100	457,738	456,073	456,073
SEWER 81				
SEWER 81 BEFORE CAPITAL RESERVE DEPOSIT	81570700	1,756,296	2,262,769	2,262,769
TOTAL ALL FUNDS (Excludes Capital Reserve Deposits)		\$ 31,302,603	\$ 33,600,345	\$ 33,587,095
CAPITAL RESERVE DEPOSITS				
GENERAL FUND CAPITAL RESERVE DEPOSITS				
ELECTIONS	10010208	\$ -	\$ 34,200	\$ 34,200
INFORMATION SYSTEMS	10010216	14,000	29,000	29,000
ASSESSING	10010318	14,225	15,000	15,000
PLANNING DEPARTMENT	10010426	6,000	18,000	-
FACILITIES MAINTENANCE	10010730	329,000	105,000	2,105,000
COMMUNICATIONS	10030556	132,500	140,625	140,625
PATROL	10030558	36,350	50,850	50,850
FIRE OPERATIONS	10030664	487,500	177,000	177,000
HIGHWAY	10050774	274,200	671,425	341,425
TRAFFIC CONTROL	10050778	4,500	4,500	4,500
TRANSFER STATION	10070780	18,000	18,250	18,250
RECREATION FIELD MNTC	10110790	1,027,100	31,200	31,200
GENERAL FUND CAPITAL RESERVE DEPOSITS		\$ 2,343,375	\$ 1,295,050	\$ 2,947,050
SEWER FUND CAPITAL RESERVE DEPOSITS		34,500	102,000	102,000
TOTAL CAPITAL RESERVE DEPOSITS (ALL FUNDS)		\$ 2,377,875	\$ 1,397,050	\$ 3,049,050
GRAND TOTAL 2021 PROPOSED APPROPRIATIONS (ALL FUNDS)		\$ 33,680,478	\$ 34,997,395	\$ 36,636,145

TOWN OF BEDFORD

2021 PROPOSED REVENUES

DEPARTMENTS :		2020 ADOPTED BUDGET	2021 TOWN MANAGER RECOMMENDED	2021 TOWN COUNCIL RECOMMENDED
	ORG #			
GENERAL FUND				
TOWN MANAGER	10010204	\$ 2,500	\$ 2,000	\$ 2,000
TOWN CLERK	10010210	34,900	36,400	36,400
CEMETERIES	10010234	20,000	25,000	25,000
FINANCE & TAX	10010314	25,209,426	26,599,330	26,278,751
FUND BALANCE RESERVE	10010350	2,300,000	1,500,000	3,500,000
PLANNING BOARD	10010420	40,000	130,000	130,000
ZONING BOARD	10010422	3,000	1,500	1,500
HISTORIC DISTRICT	10010424	100	450	450
PUBLIC SAFETY COMPLEX	10010532	73,500	73,500	73,500
FACILITIES MAINTENANCE	10010730	26,910	13,455	13,455
TOWN HALL	10010828	1,000	1,000	1,000
SPECIAL DETAIL	10020200	150,000	150,000	150,000
POLICE				
ADMINISTRATION	10030554	244,000	281,750	281,750
PATROL	10030558	124,341	116,962	58,481
SUBTOTAL POLICE		368,341	398,712	340,231
FIRE				
ADMINISTRATION	10030654	1,552,375	1,904,691	1,904,691
INSPECTION	10030666	202,300	177,300	177,300
HEALTH INSPECTOR	10030668	40,000	38,000	38,000
SUBTOTAL FIRE		1,794,675	2,119,991	2,119,991
PUBLIC WORKS				
ADMINISTRATION	10050754	708,836	650,440	668,250
HIGHWAY	10050774	60,000	60,000	60,000
TRANSFER STATION	10070780	263,500	241,500	241,500
RECREATION FIELD MNTC	10110790	224,250	24,250	24,250
SUBTOTAL PUBLIC WORKS		1,256,586	976,190	994,000
RECREATION				
ADMINISTRATION	10110854	15,000	15,000	15,000
PROGRAMS	10110886	18,000	18,000	18,000
POOL	10110888	35,000	33,000	33,000
SUBTOTAL RECREATION		68,000	66,000	66,000
TOTAL GENERAL FUND		\$ 31,348,938	\$ 32,093,528	\$ 33,732,278
ENTERPRISE FUNDS:				
DAY CAMP 22	22530800	\$ 83,006	\$ 83,025	\$ 83,025
BEDFORD COMMUNITY TV & RADIO 27	27554100	457,738	456,073	456,073
SEWER 81	81570700	1,790,796	2,364,769	2,364,769
TOTAL ALL FUNDS		\$ 33,680,478	\$ 34,997,395	\$ 36,636,145



To: Rick Sawyer, Town Manager
From: Becky Hebert, AICP, Planning Director
Date: January 11, 2021
Re: **Associate Planner**

BACKGROUND

After almost 19 years of employment with the Town of Bedford, Karin Elmer, Associate Planner, recently announced her retirement. Karin was hired as a part-time employee in 2003, and she brought to the position her prior experience as the former Planning Director for the Town of Amherst. This proved to be incredibly valuable experience, as the Associate Planner position takes on a myriad of tasks including, code enforcement, serving as staff liaison to the Zoning Board of Adjustment and Conservation Commission, and answering daily inquiries from the public. Over the years, there has been talk about having Karin work additional hours to assist the Conservation Commission with their goals. Although Karin would occasionally work more than 20 hours a week, she has always strived to accomplish her responsibilities within the part-time schedule and had no interest in becoming a full-time employee. If Karin had not held the position for the past 19 years, I believe the job would have already transitioned to full-time. In the current job market, it will likely be difficult to find someone with comparable experience to fill the Associate Planner role.

DISCUSSION

Timing is everything and Karin's announcement unfortunately does not coincide with the budgetary calendar and the typical timing for staffing requests. The Planning Department is at a unique turning point, with Karin's retirement and the recent resignation of the Assistant Planning Director. It will be critical that both positions be filled as soon as possible to maintain continuity of service to Bedford residents, volunteer land use boards, and the development community. The construction industry is doing well and 2021 is forecast to be another busy year for development applications.

The Associate Planner position reviews applications and prepares staff reports for the Zoning Board of Adjustment and the Conservation Commission and attends these meetings on a monthly basis. The Associate Planner also takes the lead on code enforcement actions, which is a very difficult job. It is unusual in New Hampshire for all three of these responsibilities to be combined into one position, and there is often a full-time planner or other professional taking the lead on each of these roles. (Please see attached staffing summary of nearby communities.) In comparable communities, the code enforcement role is often managed by the Building Department and not all of the land use boards are staffed with a professional liaison. Bedford's Planning Department appears to be behind other communities in terms of staffing, and raising the Associate Planner position to full-time would bring the department to an average staffing level.

The Planning Department has seen very few changes to staffing over the years, and has always taken pride in being able to absorb changes in job pressures without increasing the size of the department. However, with the current personnel changes, I believe it would be a mistake to not take this

opportunity to carefully re-evaluate the department to make improvements and correct any staffing deficiencies. At this time, I request that additional funds be provided in the 2021 budget to allow the Associate Planner position to be filled on a full-time basis starting May 1, 2021. The Land Use Assistant, Planning Director and Assistant Planning Director are taxed in their current roles and could not absorb additional duties from the Associate Planner, without potentially leading to a degradation in service.

A full-time Associate Planner would be able to assist the Conservation Commission more effectively and take on additional land management responsibilities to improve access to open space and Bedford's trail systems. The position would also be more available to respond to the variety of code enforcement complaints and resolve these issues more efficiently. In the Planning industry, the code enforcement officer is a difficult role to fill and it is critical to maintaining quality of life in a community. Lastly, the Planning Department is not staffed to take on long-range planning projects, and these efforts are typically led by consultants. Increasing staffing resources will better equip the department for long-range planning which may reduce the cost of future planning studies.

COST AND FUNDING

The estimated cost for converting the Associate Planner to full-time for FY 2021 is approximately \$30,000. There are several options on how this could be funded for FY 2021. The CIP funds for the Master Plan (\$18,000) could be cut from the Capital Budget and the remainder could be partially funded with money saved as a result of the Assistant Planning Director vacancy. If there is support for funding the Associate Planner as a full-time position, I would be willing to review all options with the Finance Director and Town Manager. The current Associate Planner position is funded at 25 hours a week and the new hire would be expected to be hired at a lower starting rate than our part-time employee. The biggest impact with the conversion to 40 hours a week is the cost associated with healthcare and retirement, which are estimated at \$12,548 and \$4,904 respectively. With the elimination of Master Plan funding, only \$10,720 would need to be added to the 2021 budget.

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EXHIBITS ...

- A. Associate Planner Job Description
- B. Comparison of Planning Department staffing in similar communities



TOWN OF BEDFORD
JOB DESCRIPTION

DEPARTMENT: Planning

ELECTED APPOINTED
EXEMPT NON-EXEMPT
FULL TIME PART TIME
UNION NON-UNION
Last Updated:

ASSOCIATE PLANNER

SPECIFICATIONS:

The Associate Planner shall be knowledgeable in land use matters such as planning, zoning and other matters pertinent to the local government environment. The Associate Planner must be skilled in working with the public and their concerns. The Associate Planner shall be able to communicate effectively orally and in writing, and be able to work effectively with the Planning Director /Zoning Administrator, Assistant Planning Director, Department Heads, and other Town employees.

TYPICAL DUTIES:

Under the supervision of the Planning Director / Zoning Administrator the following are some of the typical duties of the Associate Planner. It is not intended be exclusive of other related duties, which may be required from time to time:

1. Holds meetings with the general public, engineers and developers to advise and guide development proposals.
2. Answers planning and zoning questions from the public and assists the public with the ZBA application process.
3. Serves as the Code Enforcement Official and investigates and documents zoning complaints, writes follow-up letters to alleged violators, and tracks the progress of each complaint.
4. Reviews applications for temporary sign permits and removes illegal signs from public rights-of-way as needed.
5. Reviews all zoning applications to the Zoning Board of Adjustment, prepares staff reports, and serves as staff liaison to the Zoning Board of Adjustment.
6. Reviews all correspondence and applications to the Conservation Commission, prepares staff reports and serves as staff liaison to the Conservation Commission.
7. Assists the Conservation Commission with the stewardship and monitoring of town owned conservation land and trails.
8. Administers grants on behalf of the Conservation Commission.
9. Assists with the review of lot line adjustments, subdivision and site plan submissions to the Planning Board, as needed.
10. Assists with the site inspection of completed commercial/industrial sites to verify compliance with the approved plans.

MINIMUM QUALIFICATIONS:

Appointees to the position of Associate Planner shall possess the following minimum qualifications:

1. Bachelor's Degree or its equivalent from an accredited college or university in land use planning or a related field.
2. Minimum of one year experience in municipal planning or related field.

SUMMARY:

The Associate Planner is an administrative position responsible for performing planning and zoning duties.

Bedford (3 full-time and 1 part-time position)

Planning Director

Assistant Planning Director

Associate Planner – part-time

Land Use Assistant

- *Boards served include the Planning Board, ZBA, Historic District Commission and Conservation Commission. Planning Department also oversees code enforcement.*

Salem (5 full-time positions)

Planning Director

Assistant Planner –serves as Code Enforcement Officer

Community Development Program Manager – staff liaison to Conservation Commission and administers grants

GIS Manager

Administrative Secretary

- *Boards served include the Planning Board, ZBA and Conservation Commission. Planning Department also oversees code enforcement.*

Londonderry (3 full-time positions and 1 part-time)

Town Planner

GIS Manager/Comprehensive Planner

Associate Planner

Administrative Assistant – part-time

- *Boards served includes the Planning Board, HDC and Conservation Commission. Code Enforcement and Zoning Administration is managed through the Building Department.*

Merrimack (4 full-time and 1 part-time position)

Community Development Director

Planning & Zoning Administrator

Assistant Planner

Part-time Community Development Secretary

Community Development Secretary

- *Boards served includes the Planning Board, ZBA and Conservation Commission. Planning Department also oversees code enforcement.*

Derry (3 full-time positions)

Planning Director

Economic Development Director

Planning & Economic Development Assistant

- *Boards served includes the Planning Board. Code enforcement and ZBA are managed through the Building Department and there is no staff liaison for the Conservation Commission.*