

**MINUTES OF MEETING  
MUNICIPAL BUDGET COMMITTEE  
January 4, 2010**

A meeting of the Municipal Budget Committee was called to order at 6:32 PM in the Meeting Room at the Conway Town Hall with the following members present: Chairperson Jim LeFebvre, Bob Drinkhall, Karen Umberger, Bill Masters, Doug Swett, Pat Libby, David Jensen, Shirley Renahan, Raymond Shakir, Sheryl Kovalik, Daniel Bacon and David Sordi. Members excused from meeting: Ben Kane and Bill Aughton. Members absent from meeting: John Edgerton and Betty Boucher. Also present: Earl Sires, Lucy Philbrick, Chief Ed Wagner, Lt. Chris Perley, Lt. Joe Faia, Bob Porter, Tara Thomas, Linda Fox Phillips, Bill Marvel, Cindy LeFebvre, Ted Sares and Theresa Kennett.

Chairman LeFebvre asked Sheryl Kovalik to lead the members in the Pledge of Allegiance.

APPROVAL OF MINUTES

**Karen Umberger moved, seconded by Doug Swett, to consider and accept the Minutes of November 18, 2009, as amended. In favor: 11; Opposed: 1 - Bob Drinkhall; Abstain: 0.**

Chairman LeFebvre advised the members that on page 9, second paragraph, next to the last line, "illicit" should be "elicit".

**Bob Drinkhall moved, seconded by Doug Swett, to consider and accept the Minutes of December 16, 2009. In favor: 10; Opposed: 0; Abstain: 2 - David Sordi and Pat Libby.**

TOWN REVIEW

Earl Sires stated most of the information handed out is for review and consideration for future meetings. The first sheet shows what the Town Manager recommended based on what was received from department heads; the sheet originally given did not have the Town Manager's recommendation. The Default Budget calculation for consideration is there and one can see how Lucy (Philbrick) has proposed how that be worked out this year. Information on the Revolving Funds; Revenue for the last several years including projected Revenue for year end 2009 and 2010 and the salary data asked for from the Town and Police staffs. For consideration tonight is the budget packet that presents the Selectmen's recommended budget to the Budget Committee. As you are all aware, Selectman Drinkhall is the Select Board's representative to the Budget Committee and he is also available for questions and information. Basically, there are three components of town government: the Town's departments that are under the purview of the Board of Selectmen and Town Manger; the Police Department overseen by the Police Commission and Police Chief; and the Library which is managed by the Library Board of Trustees and the Head Librarian. The budget book is organized as it has been in the past. There is a Narrative portion in the beginning that gives you an overview that he will be working from and it gives a little bit of detail for each budget. There

is additional detail for each of the budgets under the various tabs in the budget book. Each tab starts with the line item budget for that department and there is additional back up behind that line item that helps to flush out the requested budgets for the various departments. The last page of the Narrative is also a Summary Budget that shows the 2009 budget, what's proposed for 2010 and the percentage changes for each budget independently and then for the budget as a whole.

Earl Sires stated the proposed budget is a status quo budget; basically, the Selectmen asked to give them the cost of doing things as we have in the past with the caveat that they wanted to put the Capital Reserve Funds that had been reduced in 2009 back to historic levels prior to 2009. Basically, it's a 4.5% increase for a total amount of \$9.609 Million; \$410,000.00 greater than 2009 or 4.5%. The Default Budget is \$9,488,466.00 as currently being calculated but, as you now, that is under your purview to finally adopt that number; that puts the Default Budget about \$120,000.00 under what's being requested. Increases in the proposed Operating Budget are mainly attributable to increasing the Capital Reserve Funds; a number of them were increased to prior year levels, some were left at reduced levels, a couple of the funds that have to do with the Landfill were left at reduced levels, some were put back where they had been and one was increased. The biggest change in the Operating Budget has to do with the Capital Reserve Funds; these are Funds that are contributed to annually to create a reserve of money to replace vehicles, to conduct major Capital Road and Street Projects for a \$241,000.00 increase.

Earl Sires proceeded with Employee Benefits, Health Insurance, Retirement, etc. increased by \$125,000.00 primarily due to a 9% increase in health insurance. Earl noted that although 9% is not good, the Town this year moved from a rating group that was a combined group of a number of different towns had under 100 employees. In the past, they were rated with a bunch of different towns and the insurance premiums changed based on experience and the losses of all those different towns. This year, even though we didn't increase the number of employees, the issue really was they looked at some spouses of retirees that they hadn't counted before and it put us over 100 employees which means that they are rated on their own experience. Before they were in a group of towns, now they are being rated on their own. The group of towns went up by 16%, they went up by 9%; by being rated on their own saved 7%. Earl stated he would like to think this happened because they were very aggressive at the Town, both in safety training and promoting health and wellness as the insurance company prompted them to do. They have done a lot of safety training, made safety improvements; their losses have decreased over the last few years so that work has paid off for the Town to a savings of 7% on insurance. Other significant dollar amount increase is \$91,650.00 in the Police Budget largely due to increased costs associated with existing employees.

Karen Umberger stated the Town offers several different policies and asked on what policies was the 9% increase. Earl Sires stated 9% is on the one that we base our benefit on, Matthew Thornton Blue. Karen asked did the other policies go up as well or remain the same. Earl stated he may have to get back to Karen on that. Karen stated she knew the benefit

was paid based on Matthew Thornton, but if others went up more, we get less and if they went up less, we get more. Earl stated that was correct. Karen further asked how that plays out with regard to which policy they choose. Earl stated good point; they do offer several different ones and he would have get back to the Committee and show how the premiums changed.

Earl Sires continued with the other fairly significant increase, the Police, largely staff and items related to Union contracts. Decreases included \$124,000.00 in Long Term Debt due to the Courthouse and Police Station Bond being retired. One thing that is not noted in the Narrative is that along with a change in insurance, one thing they did was shift coverage from a \$30.00 co-pay on the prescription benefit to a \$45.00 co-pay. All employee raises, including Library employees, are being capped at 2% this year. They kept the merit system, kept a component of merit pay but reduced the maximum that can be achieved; that saved about \$45,000.00. The Selectmen have recommended a reduction in the Library Budget of \$25,000.00. Earl stated he knew Library representatives were here tonight to talk about that and as he noted at the beginning of his presentation, we are talking about 3 different components of town government: Library, Police and the Administration, Selectmen and Town Manager departments, all of which have different legal requirements and bases for their existence and operation. As a government, there are independently elected Boards involved in different parts of Town government and all have their opinion. This year, as in other years, there may be differences of opinion amongst the various players associated with this Budget and you may well hear that tonight.

Ted Sares stated he found it somewhat unusual that there is an overview of the Town; he wasn't criticizing, but unusual that the overview would be done before Library and Police presented. His idea was to come here tonight and listen to the Police and to the Library. He had no idea the overview would be first; he would think that would come after. Chairman LeFebvre stated we are going from general to more specific. Ted stated he finds that unusual.

David Sordi stated on the Capital Reserve Funds, the Reserve that we did not fund last year, are there any plans to make that up or is that going to be an issue three, four, five years down the road. Earl Sires stated we will talk about that in more detail, but the general answer is that part of what the Selectmen were trying to do is rebuild those and at least not lose any more ground. Three different things happened: a couple they thought could be left alone at a lower level of funding had to do with the Landfill, one or two they put back at the existing level and then Highway Equipment they increased actually above prior years to catch up. The Selectmen have done a couple of different things recognizing that if they don't try to catch up and keep up, what happens is money runs out in a couple of years. We do have a fairly well developed system of Capital Reserve Funds that look at our Equipment needs, Solid Waste, Highway and our Street Projects and Landfill. There is still some discussion ongoing about one we started several years ago that had to do with building maintenance and that's kind of tied into the whole garage project and the Selectmen are still working through that. When we get to that actual budget, we will have the sheets and can look at all that.

Chairman LeFebvre thanked Earl Sires and Lucy Philbrick for coming in.

POLICE DEPARTMENT

Chief Wagner presented the budget for the Police Department with a quick overview on things that have changed in the Police Budget. The Police Department Budget is up by about 3.5% to \$2,571,913.00. All of the increases are in the labor line and the benefits line. The Regular Officers line for this year is an increase of \$30,382.00 to \$1,145,857.00 which is an increase of about 2.72%. There is an increase in overtime of \$5,000.00; a decrease in the Special Officers line \$2,500.00 to \$5,000.00. There is an increase in the Police Dispatcher's line from \$260,359.00 to \$278,499.00 which is about a 7% increase and that's due largely to the fact that last year they cut back a Dispatcher for 6 months out of the year, someone retired and they didn't hire somebody until January of this year so they had to put that money back in that line. There is a \$2,000.00 decrease in Dispatcher overtime.

Karen Umberger stated on the Dispatchers, you have budgeted \$260,000.00 for last year, did you budget for a person being gone for 6 months. Chief Wagner stated that was correct. Karen further stated the budget last year only included 6.5 months and Chief Wagner stated that was correct.

Chief Wagner proceeded with an increase in the Secretarial line of \$3,240.00 to \$91,214.00 which is about a 3.7% increase; an increase in the Holiday Pay of \$4,064.00 to \$51,412.00. There is actually a decrease in the Incentive Pay of \$1,912.00 and there is a slight increase in merit pay of \$102.00.

Dan Bacon questioned the increase in the Holiday Pay. Chief Wagner stated most employees get paid Holiday Pay, they get 10 paid holidays and the increase is due largely to the fact that they got pay raises this year.

Dave Sordi stated on the Secretarial line item, they only went up about \$1,500.00 for budget-to-budget but on the actual for 2009 only have about \$80,500.00 spent and you're budgeting about another \$11,000.00 above that; is that because of staff positions not filled. Chief Wagner stated that he didn't have what the Committee was looking at; he would assume that it is an old sheet that the Committee has. Chairman LeFebvre stated dated 15<sup>th</sup> of December. Lucy Philbrick stated those are the last numbers that she had. Bob Drinkhall stated we are not looking at a full year.

Karen Umberger stated basically all of the increases in labor are a result of pay increases that occurred last year and are occurring next year because of the merit pay raises that the Police Department got. Chief Wagner stated all of the increases in labor are because of pay increases.

Sheryl Kovalik requested an updated copy of the actual budget for 2009, actual numbers, since the numbers are not correct. Lucy Philbrick stated that she would prefer to wait until all of the expenses are in for the year; if she gives them now, they are going to change again. Sheryl asked

Lucy when she thought that would be and Lucy responded by the end of January.

Chairman LeFebvre asked Chief Wagner to discuss the use of Reserve Officers. Chief Wagner stated they currently have two Reserve Officers; one that has been part-time and full-time for probably close to 30 years. Several years ago we had an officer leave because she was raising a family and just wanted to get out of the business. We currently have two part-time officers. It is very, very expensive to start up a part-time police force. Number one: we have a field training program that lasts 8 weeks; that's 320 hours. We have to send them to a part-time academy which is 200 hours and they can't work a day until they've been to that part-time academy. You have 520 hours of training at \$15.00 per hour; you have start up costs for uniforms, weapons and ballistic vests, so the best guess estimate is that it costs about \$10,500.00 just to start somebody up. The second problem is: we just can't find anybody. Part-time officers usually already have a full-time job so they don't want to work days because they are working their full-time job and it's just very hard to find. There are restrictions on how many hours a year they can work and one of the biggest things is scheduling conflicts. There is Court during the day; if they arrest somebody or if they issue a Summons, they have to come back to go to Court and if they're at work, they can't come back. It is very difficult. Several years ago the Administration hired 3 or 4 part-time officers basically just to work details when all of the work on 16 was being done; that detail work has fizzed out, they have left the employ of the Conway Police Department just because they are not making \$30.00 an hour anymore.

Chairman LeFebvre stated \$5,000.00 at \$15.00 per hour means you are looking at approximately 330 hours over the course of the year. Chief Wagner stated the majority of that is used on Officer Saxby who basically comes in and does all of their cars, outfits all of the cars; it would cost thousands of dollars to outfit a cruiser if he wasn't around. Chairman asked if he was the only one on the books right now and Chief Wagner stated they have another one who hasn't worked in probably a year because she has a full-time job and when she's not working, she's home with her two children. Chairman stated then she would not be able to help you with the overtime at all. Chief Wagner stated very little; we need them to work shifts like 3 to 11 and Midnight; we don't need them to work day shift. They are either with their families; they don't want to work Midnights, they are with their families 3 to 11 and they work their regular shift during the day.

Ray Shakir asked for the criteria for stationing an officer and a car full time at construction sites; is it a State requirement, a local requirement or a departmental requirement and also explain the criteria behind how many cars and officers are required at how many different sites in any one construction project and how are they paid. Chief Wagner stated it is a State requirement for Class IV Roads which is basically State roads; they can either use flaggers or Police Officers. There is nothing that says you have to have so many Police Officers or flaggers at a certain construction site. What they do is speak with the person in charge of the project and talk to them and see what's the area they are going to be working at; if they are going to be tearing up from the

intersection of 16 and 302 all the way down to Burger King, you're going to have several officers there or flaggers. If they're tearing up the bridge down there, you are going to have two, one on each side of the bridge. We sort of work with the construction company. There is no cost to the Town for having an officer out there; in fact, the Town makes a little money. For every hour the officer is out there, the Town makes money; they pay the Officer's salary which is \$30.00 per hour, pay for his retirement, pay his Social Security, pay everything and the Town makes money. If there's a cruiser out there, it's \$10.00 an hour for the cruiser. Ray stated he would dispute the fact of payment; it comes out of somebody's pocket, it's a taxpayer payment whether the contractor pays for it or not, it comes out of somebody's pocket which is the public which is probably the State or Town, but somebody's going to pay for it. Ray further asked if the patrolmen were paid on an overtime basis, are they removed from regular patrol just to be stationed at construction sites, or is there some type or arrangement where there is additional police. Chief Wagner stated they are off duty working, not overtime but detail pay, a flat \$30.00 an hour.

Karen Umberger stated on Incentive Pay, it shows \$22,000.00 for sick; is that part of your Contract that says if they don't use the days during the year they get reimbursed. Chief Wagner stated they get reimbursed for what they don't use for that year; they get 15 sick days a year and they have to have 30 days on the books, 240 hours. If at the end of the year, they have 15 days and used 10 of them, they can get reimbursed for 5, if they have the 240 hours. Karen asked if that was part of the Contract and Chief Wagner stated it was.

Doug Swett stated that around the 1<sup>st</sup> of October, two officers left for whatever reason and he heard that another one left later. Chief Wagner stated they had 4 people leave the employ of the Conway Police Department this year. Doug asked if they had been replaced and Chief Wagner stated yes. Doug further asked if they had to go to the Police Academy right away and Chief Wagner stated yes. Doug asked if we pay the wages while at the Police Academy and Chief Wagner stated yes. Doug further asked if there was a fee that was paid to the Academy and Chief Wagner stated no; the operation of the Police Academy is funded by the State; every Summons, every arrest that is made, there is an extra fee tagged onto that which helps pay for the Police Academy; they don't pay anything for that.

Chairman LeFebvre asked Chief Wagner to discuss the School Resource Officer and how that position is funded. Chief Wagner stated he, Earl Sires and Dr. Nelson have been in constant communication over the past year. It is his understanding that the School will be asking for the percentage of the time the Resource Officer is in the School and that the School is going to be paying for that. Sheryl Kovalik stated the budget that is currently being proposed does allow for the shifting of the funds for the Resource Officer from the Town Budget into the School Budget because it is eligible for cost sharing with the other 7 towns; it's not a huge amount of Revenue but it does share the burden of that expense with all of the towns that are benefiting. Chairman asked if that was going to be shown as an expense with the revenue coming back from the School and Chief Wagner stated that was correct. Sheryl stated we don't

actually hire them that's why it shows that way; it's a contracted service.

Karen Umberger asked if that was reflected in the Revenue that was given as she did not see it. Chief Wagner stated no, it hasn't started yet; it will start in September. Karen stated the projected Revenue is for 2010 so it should be in here. Earl Sires stated we haven't included it because it hasn't happened yet; as soon as it happens, we will put it in there; all it is right now is a proposal; much like government proposals and budgets and while we have hope and faith in the School Board to do that, when they do, we will put it in the budget as Revenue. Sheryl Kovalik asked Earl if it was his contention that the individual budgets first have to pass with the voters before the shift can happen. Earl stated you can put it in or take it out, it doesn't matter; it gets in eventually. What we are saying is since it is a new proposal that hasn't been approved, hasn't been voted on, we haven't put it in yet; we will once it is approved. If the consensus is that we should put it in, it's not a big deal to put it in. Sheryl Kovalik stated that at this point in time she was going to expect that the budget coming forth in final form from the School Board will have that as part of the budget and she would expect that what they put in front of the public at the Deliberative Meeting would show the Revenue coming in from the School side to the Town because that's what we want the voters to vote on. Earl stated to Sheryl that he didn't quite understand what her expectation of the Town was; is she saying that she wants it in there. Sheryl stated she would; she would wait until each of the Boards vote on their final budgets they are sending forward and then have it reflected at that time so that when the Deliberative happens, that's what they are looking at. Earl stated they could do that.

Bill Masters asked how often do you respond to calls from the Schools; send an officer directly to the schools. Chief Wagner stated, we have an officer there, full-time, 180 days a year.

Chief Wagner proceeded with his presentation by stating the other significant increase in the Police Department budget was Benefits, increased about \$48,000.00 to \$676,514.00. There is a decrease in Professional Liability of \$1,698.00; the biggest increase is in Medical Insurance, increased \$26,604.00 and that's in part for two reasons: one is the 9.7% increase and we also had at least one person who was not currently on our insurance come back on our insurance, so there was a significant increase there.

Sheryl Kovalik stated when we hire police officers and we put them through the training which is an obvious expense to us, is there a period of time during which they are not at liberty to leave our employment without reimbursing us for the cost of those and what is the length of time. Chief Wagner stated it was either two or three years.

Karen Umberger stated just for simplicity, what was the percentage that your insurance went up. Chief Wagner stated that it was the same as the Town's, 9.7%. Karen further stated although you have a different policy than what the Town has, it still went up the same. Chief Wagner stated yes.

Ray Shakir asked if there was an officer assigned to each school. Chief Wagner stated just the High School, but he also visits the Middle School and all of the Elementary Schools.

Chief Wagner proceeded with his presentation on Life and Disability Insurance decreased \$6,899.00; Retirement increased by \$11,837.00; Social Security increased by \$2,461.00; Workers Comp has a difference of about \$7,000.00; and Earned Benefits is a significant increase as well. Someone is retiring in September and they will finish their 20 years with the Police Department and he will be entitled to some Earned Benefits. Again, total increase in the Benefits line is \$47,968.00, a 6% increase.

Karen Umberger stated the Retirement pay, how much of that was due to increased salaries and how much of that was due to the percentage change that the State came up with. Chief Wagner stated last year in July the State changed so in part it is due to both; they now have a full year at 12% instead of half a year at 9% and a half year at 12%. Karen asked if that accounted for half of it or does it account for one-third of it. Chief Wagner stated he really couldn't tell her because he really didn't know; he really didn't know what the percentage was for the first half. Last year there were two different rates; one from January 1 to June 30 and one from July 1 to December 31. For Group 2 which is just Police Officers, last year from January to June it was 11.8%, from July to September it was 12.7%. For Group 1 which is Secretaries and Dispatch, from January 1 to June 30 it was 8.74% and from July 1 to December 31 it was 9.09%. There is a little bit of both going on; there are certainly increases because of the increased wages but there is also an increase because we now have the whole year for Group 1 at 9.09% and the whole year for Group 2 at 12.68%.

Chief Wagner proceeded with a decrease in Operations this year of \$7,181.00 or 5.2% decrease. This is really the only place he and the Commission could come up with for places to save in the budget; Benefits are contractual, Labor is contractual so they went through these very carefully and made cuts where they could. Office Supplies is a decrease of \$250.00; Office Equipment is a decrease of \$250.00; Computer stays the same; Books and Publications is a decrease of \$800.00; Cleaning is the same; Building Maintenance and Supplies is the same, \$10,000.00; there is a decrease in heat of \$1,450.00; Electricity is the same; there is a decrease in Dues and Meetings of \$250.00; there is a decrease in Training of \$1,000.00; a decrease of Exams and Physicals of \$1,750.00.

Chairman LeFebvre stated on the Uniform line, you have been budgeting for less than what you are spending and that's been the track record now for 2008, 2009, should we anticipate the same for 2010; the differential of last year was close to \$4,200.00 increased over what you budgeted for. Chief Wagner stated he did not have a printout of exactly what was spent, but they did lose 4 officers last year. It costs about \$3,000.00 to \$3,500.00 to outfit a Police Officer from uniforms, bulletproof vests, guns and so forth and last year they bought 7 bulletproof vests for their officers at a cost of \$700.00 a piece, half of that was paid for by a Grant.

Karen Umberger asked if Union and non-Union all receive the same benefit and Chief Wagner stated they do. Karen further asked for the split between Union and non-Union on the dollar value. Chief Wagner stated for Union they have 14 Police Officers that get \$450.00 for uniform maintenance that includes cleaning and that type of stuff for a total of \$6,300.00; they have 6 Dispatchers that get \$300.00 for \$1,800.00; and they have one secretary that gets \$400.00; that's a total of \$8,500.00. They also have 2 Union personnel that get \$400.00 for Uniform Allowance which is basically for Detectives, they wear plain clothes, they have to dress nice for Court, our prosecutors and so forth and that's \$800.00 for a total of \$9,300.00 for a total of \$15,200.00; subtract \$9,300.00 from \$15,200.00 and that's \$5,900.00 for non-Union.

Chairman LeFebvre asked of the 14 officers, is one a Steward for the Union and Chief Wagner stated yes. Chairman asked how much time was lost from his regular work to take care of Steward activities. Chief Wagner stated right now we are in a 2-year contract; coming up very soon, he is going to be spending a lot of time.

Sheryl Kovalik stated that she had a couple of questions to make sure that she was interpreting it correctly. The DARE Program shows actual expenditures with no money raised through the budget, is that because it is offset by Grants. Chief Wagner stated it is offset by donations. Sheryl further stated that under the Canine Unit, you used to carry \$1.00 which she assumed meant you could then have expenditures from Grants or donations but there is nothing in there anymore. Chief Wagner stated we don't have one; we borrow.

Ray Shakir asked why are administrative personnel uniformed. Chief Wagner stated basically because we are Policemen, we do go out on the road, answer calls. Ray stated he was talking about people in the office, Secretaries and Dispatchers, etc. Chief Wagner stated all of the Dispatchers have a uniform; it's not a police uniform but they have to be in a uniform, everybody looks the same. Ray repeated his question of administrative personnel being uniformed. Chief stated the Secretaries get an allowance but don't wear a uniform; it is called a Uniform Allowance but they get paid to upkeep their clothes.

Sheryl Kovalik stated she did not know if this would help or if it even works, but one of the cost saving areas they found at the High School/Career Technical Center was a conversion from publications in print to on-line subscriptions and in certain book forms they could get on-line instead of in print form was more cost effective and kept them more current. She didn't know if that was something that plays into the police world as well, didn't know if the same thing exists. Chief Wagner stated the reason they reduced that by \$800.00 is they used to subscribe to a law dictionary called Lexus-Nexus; they have unsubscribed from that and there is something out of the AG's Office that does that and the get that on-line.

Shirley Renahan stated she was absolutely astonished to hear they give the women a stipend to take care of their clothes. Chief Wagner stated they get \$400.00 each. Shirley stated the next time she goes out looking

for a job, she is going to tell them she wants them to take care of her clothes. She never heard of that.

Dan Bacon stated on the computers, how often do they do the upgrades for the cruisers, computers and all of that stuff; is that coming up in the next year or has that already been done. Chief Wagner stated he didn't know how many computers they had, but they did have a lot of computers; all of their cars are outfitted with computers; probably have 13 to 15 computers in-house and they are on a rotating basis. They usually get to be about 4 or 5 years old before replacing them. Dan further asked do they initiate software upgrades with Dispatch calling the vehicle, doesn't it have a running software on it. Chief Wagner stated that is paid through the State which also comes out of the computer line; we pay several thousand dollars a year to be on-line with the State. Dan stated so they automatically do the upgrades and Chief Wagner stated they do.

Chief Wagner proceeded with a decrease in Vehicles this year of \$2,500.00 to \$67,473.00 and the only change there is that we are no longer leasing the motorcycle. Professional Services has not changed and it is \$1,500.00 for any legal fees or legal advice we get.

Sheryl Kovalik stated even though it is not the finish of the 2009 year, the legal were, on a proportional basis, significantly higher than what was budgeted and you are keeping the budget flat. Chief Wagner stated that something came up this year that we hopefully will not see again.

Chief Wagner stated that the Police Department was asked to do a couple of studies by this Board and the Chairperson and that included the sheet on salaries and benefits which you should have now. We were also asked to do a analysis on Police Officers and how many Police Officers we need. Lt. Perley has spent a lot of time on that and will present that to you.

Lt. Perley stated he handed out a Workforce Study that he engaged in at the request of the Budget Committee Chairman Jim LeFebvre and with permission of Chief Wagner and there is quite a bit of material to it as any good study should include. The purpose and objective was to find out what our staffing requirements are for the Police Department. The methodology used is called the "Bartell Study" or the "Bartell Formula". The Bartell Formula is a workforce study instrument that is used in a number of different vocations, designed by Dr. Roderick Bartell who is an international expert on staffing and management. It is used in the FBI National Academy when they teach a segment on staffing, it is widely recognized as an effective tool for manpower assessment. There are 8 general criteria that the Bartell Formula utilizes in a global assessment of what you want for staffing, but those are really qualitative sections, not quantitative sections. They are really for the various Boards and political entities to discuss things like what the press and media interest is in covering department activities, ability of a community to afford police services, the willingness of elected officials to support police services. Those 8 qualitative factors are ultimately applied to a quantitative factor and what the police do and how much time does it take to do it; that is really the meat and potatoes of this study. It is referred to as zero based workforce planning. Zero based workforce planning is looking at what you have for a work load, reducing it to a

time signature (hours per week) and how many people minimally do you need to perform that task. It's not rocket science, it's simple in logic but it does require some specific analysis. This is only a patrol force, workforce analysis; it does not include Detective services, it does not include administrative services, it doesn't account for lengthy criminal investigations by Detectives, administrative duties by Lieutenants, the Prosecutor's Office or the duties of the Chief of Police. It is a boots on the ground study. Presently they have 14 officers that work the streets: 3 Sergeants, 2 Corporals and 9 Patrol Officers; one of the Patrol Officers just started so he is not generating any work, he is causing work because they are training him.

Karen Umberger asked if that included the School Resource Officer and Lt. Perley stated it does and that was a little hedge on his part because technically he should have carved him out but he does police work at the High School and he works year round.

Lt. Perley proceeded with the sections or areas that are looked at to determine that common time signature and that is: Calls For Service, Patrol Miles, Investigations derived from Calls For Service (initial investigations a Patrol Officer does), and an Assignment Availability Factor which is the factor you have to include to determine how often a person is available because people don't work 7 days a week, 365 days a year and even if they work 40 hours a week, they have vacations and they are out sick and so forth, so you have to include that in the analysis. The data source he used for all of the information comes from public sources and conversations with Managers in the fields that they address, like road miles and Police calls and time on a call and those types of things.

Lt. Perley proceeded with Section 1 - Calls For Service. Calls for Service is basically the phone rings and somebody needs the cops for a variety of things. Their phone rang 72,683 times last year, but not all of those are asking for police to respond, so they use the Call for Service Formula. Take the total calls minus non-patrol related calls (minus Project Good Morning, elderly and shut-ins service provided by receiving calls every day to make sure they are okay); take out Motor Vehicle stops which get a call for service, but accounted for in Motor Vehicle Stops in another section; take out Administrative Calls (when people call for himself, Lt. Faia, the Chief, secretarial service or a sales person call) and for 2009: 72,683 total Calls for Service, minus 17,032 Project Good Morning Calls, minus 5,378 traffic stops, minus 19,352 administrative calls for a total Call for Service volume for patrol services of 30,921.

Karen Umberger asked when the Dispatchers enter the data into their computers, they assign a code that relates to one of these. Lt. Perley stated yes.

Lt. Perley proceeded with once they have that trimmed down number of 30,921, they then have to look at the time signature associated with that Call For Service, whatever that may be. They have an Arrival to Clear and that's when the Police Officer is sent to the call to the time when he says "I'm clear; I'm 1079; I can take another call." That period of time

ranged a measurable period of time of less than a minute to the longest measurable period of time that was relevant of 1 hour 35 minutes. For the purposes of this analysis and there are some intelligent assumptions you have to make in any kind of analysis, we said that 1 hour is going to be the average period of time for all the Calls For Service. Take the 30,921 and multiply it by 60 minutes or 1 hour, and you get 30,921 hours.

David Jensen asked when you said the time value is set at 60, is that based on a statistical analysis of all those calls. Chief Perley stated no, because he would have to look at 70,000 calls and average them out because the computer doesn't do that and would have to do that manually. He looked at other studies, Goffstown Police Department did a study in 2004 and they assigned 55 minutes to a call, it's a smaller community so they can probably get there quicker and they have more people so they can get cleared quicker. We are a big rural area with a lot less cops so we settled on 60 minutes. David asked if it was a best guess and Lt. Perley agreed and stated there has to be some intelligent assumptions in this analysis because you have to decide how much time you want to spend on something and how much it is going to take you versus just punching a number in the computer. Our computer doesn't correlate that information.

Ray Shakir stated it seems that it is basically simple programming, he doesn't know how important that is, but depending on the importance of it, it is a simple programming function to average out that time for the entire year. Lt. Perley stated it may be, but it's not in the software now and they didn't build the software. Software aside, we chose 60 minutes.

Lt. Perley proceeded with taking 30,921 hours divided by 52 for a time signature of 594.64 Calls for Service hours per week; that's how many hours per week are dedicated to clearing the calls of the Conway Police Department. Section 2 is Patrol Miles; the basic premise on this in the Bartell Formula is everybody deserves police protection in the community regardless of where you live; everybody pays taxes or taxes aside regardless of where you live you are entitled to police service. There is an assumption in the formula that a police car will drive by your home once a shift. Again, that's an assumption of the formula. You can decide some people don't deserve to have their house driven by or some people should have their house driven by more than once a shift, but that is the base line that you start at and then it is flexible depending on those discussion points. The first thing you have to look at is the number of road miles, or lane miles, that you have in your town and you determine a P-Factor, Patrol Factor. The Town of Conway has 161.6 lane miles of town roads and the State has 120 lane miles of State roads for a total of 281.6 lane miles. A lane mile is one side of the road and the other side of the road is another lane mile. Conceivably in a one mile stretch of road there are two lane miles. The reason we use lane miles is they don't have a comprehensive highway scheme so that you can cover every road and never have to double back, this doesn't exist. The other factor is that in our town we have a significant amount of private roads that are open to the public that people live on, are not maintained by the State and not maintained by the Town and there is no credible source for that total. You would have to pay someone to drive them all and we're not paying and you're not paying and the people on the private road probably

don't care. To account for those unknown road miles we use lane miles instead of road miles. At 281.6 lane miles, if you patrol them at 30 mph and one would hope they would go a little slower if looking for criminals, you get 281.6 divided by 30 for 9.39 hours to cover all of the roads, once a shift. Multiply the 9.39 by 3 shifts a day, you get 28.17 hours per day times 7 days a week for 197.19 hours per week to patrol every road. If you want a police car to come by your house, once a shift, that's what it would take. Again, discussion point for the various boards, may be you don't want people going by somebody's house, maybe they don't want the cops coming by but that's what it would take.

David Jensen stated by once a shift, does that mean 3 times a day and Lt. Perley stated yes. David further asked if it was the policy of the Police Department that a car do that. Lt. Perley stated they couldn't possibly do it even if it was the policy. David asked if there was a policy for attempting to pass by certain neighborhoods. Lt. Perley stated he wouldn't say there is a written policy, there's an encouragement to patrol all areas as best they can but people can only do so much. He would say the outlying areas get less attention than the centralized areas because an officer who might be on Green Hill Road checking on a noise complaint would be the same officer to respond to a robbery in progress at the State Line Store so the response time would be significant. The Officer has to make an intelligent decision on where he is going to position himself and what areas he is going to work because he is going to get called to Route 16, he's going to get called to a commercial business, he's going to get called to areas that might have a significant amount of juvenile trouble. They can't be everywhere; there's no policy on it.

Lt. Perley proceeded with the 197.19 hours to patrol every road once a shift. In the course of patrolling, officers do more than just look for criminals they actually catch them, so we have to account for the motor vehicle stops they make. Last year they made 5,378 traffic stops. They've assigned 15 minutes as a time signature from the moment they light up the roof to the moment they say "Have a Safe Day" as the time it takes an Officer to do a proper motor vehicle stop; that's approaching the vehicle, obtaining the documents, engaging in conversation, record checks, writing some form of document since every motor vehicle stop has to be documented either in a written warning or a citation (there are no verbal warnings). Take 5,378 times 15 minutes for 1,344.5 hours per year divided by 52 equals 25.86 hours per week to properly execute the traffic stops.

Lt. Perley proceeded with Section 3 - Initial Investigation Time Factor. This is the amount of time an officer would spend on his initial investigation; they're going to do an initial and then it gets transferred to the Detectives if it is a felony offense. They're going to do an initial investigation, run the leads out and follow up which is not accounted for here. You need to know there are two specific categories of offenses in the State of New Hampshire: Group A Offenses and Group B Offenses. They are not categorized by us, they are categorized by the National Incident Based Reporting System and the Group A Offenses are considered the most serious by society: rape, robbery, murder and aggravated assault; Group B Offenses are considered to be less serious:

DWI, Bad Checks, Disorderly Conduct and Liquor Law Violations. We have assigned as a time signature 5 hours on an initial investigation on a Group A Offenses (he would like an Officer to do at least 5 hours of footwork on the burglary of someone's home or serious assault on a resident or visitor) and 2 hours on a Group B Offense. A DWI takes a lot longer than 2 hours but a Disorderly Conduct might not so it is a good middle ground with a best guess estimate. The data that we applied to those time signatures is not a guess, it is hard fact and is provided by the New Hampshire State Police NIBRS Division. This is based on 2008 because 2009 won't be completed until probably late February, early March because of the way the towns report. To put it in perspective, last year the Conway Police Department on Group A Offenses, we were 13<sup>th</sup> in the entire State. We are not the 13<sup>th</sup> biggest, but we were the 13<sup>th</sup> busiest.

Chairman LeFebvre asked what Lt. Perley would contribute that to and Lt. Perley replied crime; you have serious assaults in the home maybe because of economic pressure, uptake in reporting because there is more confidence that the Police can effectively investigate. Some communities don't trust their Police Department and don't report the crime; he didn't think that is the case here; he hoped that wasn't the case here. There are some economic driven offenses but with a bad economy some people just grin and bear it and some people drink too much and beat up their spouses.

David Jensen stated that he was looking at the Group A numbers and it looked as if Conway has the highest crime rate in the State on crimes per 1,000 people. Lt. Perley stated if you want to do a ratio of crimes per thousand, yes absolutely. You can question it but you have to question the State Police NIBRS Division which is well respected and collects all the data from all over the State. You may not want to accept it, but it is a hardened fact that is where we are ranked on Group A Offenses, we are the 13<sup>th</sup> busiest in the State. Above us is Manchester, Nashua, Concord, Rochester, Derry, Laconia, Keene, Portsmouth, Dover, Hudson, Somersworth, Lebanon; those are the towns above us and if you feel they are inaccurate, then that is a compliment to the Department because we have shielded you from the reality that we deal with.

Sheryl Kovalik stated those calculations are based on reported, not prosecuted and Lt. Perley agreed. Sheryl stated those are instances of someone feeling they need the involvement of the Conway Police Department. Lt. Perley stated it is based on a crime occurring; it's not just they thought there was a crime, they report a crime and there is an actual crime because if somebody says "I think my house was broken into" and their spouse left the back door unlocked or it blew open with the wind, then we would clear that as an unfounded complaint and would not be logged as a Group A Offense, it would be classified as a non-criminal incident.

Karen Umberger stated out of Group A or Group B Offenses, what percentage are people that actually live in Conway and what's the percentage of the transient or vacationers or whatever. Lt. Perley asked the offender or the victim. Karen stated whoever is counted in the report. Lt. Perley stated he did not know; you'd have to go through the 1,160 Group A Offenses, sometimes the offender isn't known or we don't know where they

live. Karen stated it's a wonderful thing to know that Conway has the highest crime rate in the State and she was trying to decide if it's a result of the tourists that are here or is it the result of problems going on within the community that need to be addressed in another manner and not necessarily through the Police Department. Lt. Perley stated he didn't know, sometimes the offender is not known so you wouldn't know where they live but we are a tourist based economy and he didn't think they could throw that baby out with the bath water; we can't do away with tourism, people come here because they want to.

Ray Shakir asked on the severity of the crime rate, is that number predicated on the amount of offenses or the amount of time dedicated to those offenses. Lt. Perley stated that is a raw number in the aggregate of reported crimes that they report to the State; that's not a time signature, that's just how many they have. Ray asked if that was a real number and Lt. Perley stated it was; that's 1,160 Group A Offenses were reported by victims to the Conway Police Department that they in turn reported to the State NIBRS Division. Ray stated there is no estimated factor in there at all. Lt. Perley stated that is a hard number; it relates clearly to two other significant features that we deal with in data collection: 72,000 calls for services, that's a significant increase over last year, 64,000; so more people are calling to report crime. The other significant factor is that we made 810 arrests last year; the year previous was 739 so there is a significant uptake in arrests.

Lt. Perley continued with taking the number of Group A Offenses and multiply it by 5 hours and get Group A hours; take the number of Group B Offenses and multiply it by 2 hours and we get Group B hours; add the two groups and come up with a time signature. Last year Group A Offenses of 1,160 times 5 hours for a total of 5,800 hours; 812 Group B Offenses times 2 hours for a total of 1,624 hours per year; add the two for 7,424 total investigative hours per year. Again, this is for that Initial Investigation Factor that we want to figure out how much time is the Officer spending on that case. Then 7,424 is divided by 52 weeks for 142.77 hours per week dedicated to initial investigations.

Karen Umberger asked when the Detectives get involved. Lt. Perley stated the Detectives get involved if a call is serious enough on the initial basis, meaning we are scrambling everybody out of the building and it's a bank robbery or a homicide or a rape has been called in from the Hospital (they are required by law to report those things). They may go up with a uniformed Patrol Officer, but they generally take the initial report from the Patrol Officer by a referral basis and then they continue the investigation.

Lt. Perley stated they are now getting a picture of the time to do not what we want to do, but this is what we are doing; this is all in the can information. We then look at the Assignment Availability Factor which tells us how often an Officer can work an 8-hour day, 5 day work week, month after month because everybody gets time off. They also have some mandatory training that they have to account for, have to factor in somebody getting sick and contractual days off. To find the Assignment Availability Factor you have to take the schedule days off, add vacation days, add contractual days, add mandatory training days and add sick days

and get a total black out days meaning these are days that officers are absolutely unavailable to catch a call. Take the number of days in the calendar year of 365 subtract the total black out days and you have a picture of how many days in a year an officer is available to work for the Town of Conway. Take the total number of days in the year and divide it by the total availability days and you get your Assignment Availability Factor. They took the scheduled days off of 104 days (2 days x 52), take a best guess estimate that an officer might take 12 days off in a year (vacation days), 5 contractual days off (2 personal days and 3 floating holidays that are use them or lose them) and training days (they do a ton more training than 2 days per year, but that is the minimum mandatory), 1 mandatory firearms days, 1 day mandatory Other and that is a State law to maintain our certifications as Police Officers; and a best guess estimate of 3 sick days a year and that gives us 126 days that a person is unavailable to work for a variety of reasons. He did not factor in Court. Out of 365 days, they took 126 for 239 days available to work divided by the yearly total and get 1.53 Assignment Availability Factor. If you want to fill a shift, you have to multiply that person by 1.53 because they are going to take some days off.

Lt. Perley proceeded with the Time Variable Summary to get that one constant time signature for everything that a Police Officer does in the course of his yearly function in service for the Town of Conway; 594.64 Calls for Service Hours plus 197.19 Patrol Factor Hours plus 25.86 Traffic Enforcement Hours plus 142.77 Initial Investigation Hours for 960.46 required hours for any given week to perform all of the functions. Of course, no one person could work that so you have to figure out how many people you need as it relates to that 960.46 hours. In the final calculation, take 960.46 divided by 40 hours in a work week for 24.01 positions would be needed to perform that task. They haven't factored in the Assignment Availability; multiply the 24.01 by 1.53 for a total of 36.74 Patrol Officers recommended for the Conway Police Department by using the Bartell Formula. As stated in the beginning, we have 14; the Bartell Study recommends that we have 37 Patrol Officers. To give you a perspective in that top 13, the town just above us, Lebanon, has 35 officers; the town just below us had 8 less cases than we did and has 65 officers so by workload that's where we fit in, by Work Force Study that's where we are and the numbers don't lie.

Chairman LeFebvre stated that the fascinating thing from his perspective is that even if Lt. Perley was off in his analysis by 50%, you still need more than what you currently have by a considerable number.

Bill Masters asked how many Group A cases were open or are in investigation at this point. Lt. Perley stated they submitted 61 cases for Grand Jury Indictment. Bill asked if they were still ongoing and under investigation. Lt. Perley stated all of them are if they aren't closed then they are opened. Bill asked how many Detectives did we need. Lt. Perley stated that he and Chief Wagner talked about the and that Study doesn't factor in Detectives. In our line of work, a Detective Bureau is usually derivative of the pool that you have from Patrol. You are not going to have 10 Detectives and 10 Patrolmen; it is always going to be some kind of lesser assignment. If there is a big case, you might have to pull a Patrolman out of the ranks and have him assist the

Detectives, but this Study does not look at that. There are studies that you can look at, Investigative Services, but he didn't do that because he is not in charge of Investigative Services.

Sheryl Kovalik stated she would like to commend them on their efficiency because with half the officers you're handling almost as many offenses as they are handling in Lebanon which suggests that this Bartell's Formula might be a little overly robust; may call for more officers than are actually necessary. Lt. Perley stated that he thought it was more emblematic of the work load that the men and women of the Conway Police Department are capable of handling. Sheryl stated that was why she started with a commendation and not a criticism of the report itself and the second piece of the puzzle is in past presentations you both have talked a lot about the amount of population that we serve in our community, not just the resident count of 9,274; you talk a lot more about the increases in the off seasons and those numbers bring us much closer to the Lebanon population that's factored here. Sheryl stated she was curious because if she had 35 officers and I still end up with 1,206 in terms of Offenses and she had 14 Officers and 1,160 Offenses clearly a larger presence of Officers isn't a deterrent. Lt. Perley stated he didn't know if that was correct; you don't know the population demographic of Lebanon. One thing he wanted to point out is that it has been bantered around before at Town Meetings and just in conversation that police staffing is based on population and that really is an urban myth, there never has been staffing studies based on population because population doesn't give you any kind of view into the demand for police services. For instance, you take a place like Hale's Location and he didn't know what the population is, but it has a significantly less demand than say Birch Hill where he lives. It's not because Birch Hill is full of hoodlums, it's because of the demographics associated with the population which are extremely varied. You do not base police service on the numbers of people because you are always going to make the wrong call. You could have a thousand law abiding citizens or you could have 500 hell raisers and those hell raisers will make the phone ring. The population is not emblematic of the ability of the police to police; the population is just emblematic of how many people live there; that's why you have to look at those other factors.

David Sordi thanked Lt. Perley for putting the Study together; it probably took a lot of hours to put all the data together. Out of curiosity, have the FBI pulled together studies that relate what you get out of this model versus actual, for us to be 37 versus 14 and how that relates to crime rates in town, to see what kind of benefits towns that follow the Bartell Formula actually get out of increasing their force. Lt. Perley stated his guess is the answer to the effect is the fact that they used the Bartell Formula in their National Academy to teach police staffing. This is an international academy where people go to learn best practices and good services. He didn't think they would teach that and then say by the way there is a better way to do it. David Sordi asked if there was a linear relationship to go from 14 to 37 or if you got within 75% of the Bartell recommendation you begin to plateau out on the improvement in crime rate. Lt. Perley stated that from the studies he has looked at it is not all about saturating areas with police, you have to deploy them intelligently but you have to have them too. You can't

saturate an area with one officer if you need to suppress an area of crime. It's not just about massive amounts of people, it's about deploying them right and it's about having them.

Chief Wagner stated that he wanted to make it very clear that they were not looking for 37 officers. Karen Umberger stated let us make it very clear that you aren't going to get them. Chief Wagner stated they were asked to do this and that's what the answer is. He thought what was being said is they could certainly use more police officers in the Town of Conway; they will do everything within their power and have done everything within their power to make sure that they do everything they can to keep the citizens of Conway and the visitors of Conway safe, although that may not indicate that. Right now they are reactive with crime; they can't be proactive, they don't have enough people to be proactive. They don't have the personnel to saturate a neighborhood with a high crime rate and come up with a domestic violence class for them or whatever the case may be for that particular community. They would like to become proactive at some point in the future, but will do everything within their power and have done everything they can with the staffing they have now.

Dan Bacon stated he thought it was a great report; did they have an idea of what seasons have the most crime. Chief Wagner stated that 10 years ago could probably say that winter wasn't too bad, but you can't say that now. There may have a week or two off during mud season between Spring and Summer and maybe a couple of weeks from Fall to Winter when there isn't any snow yet, but even then people are coming up. They actually got hired by Settler's Green this year to be proactive around there; they hired a police officer for basically 20 hours a day to just walk around to try and deter crime and that was during that period of no snow yet; there is no time off.

Ray Shakir suggested that their data would be far more accurate and indisputable if their time assumptions were not estimated; furthermore, he would suggest that they already have the data unlike what the Lieutenant said before. If they record in the computer system when the officer arrived and when the Officer departed, they have the time functions. He would be very surprised if that entire program was not Excel based. Lt. Perley stated it was not, it is IMC, a private software. Ray stated that private software doesn't compile the total time of your reporting throughout the year; he finds that very strange. Chief Wagner stated it does, it groups them less than a minute, a minute to two minutes, two minutes to three minutes; it rounds it off, it doesn't keep a running total of how many minutes were dispatched to a call and cleared. Ray stated it doesn't tell you the amount of time the Officer actually spent on the job, each job. Chief Wagner stated if we went through each case we would find that out. Ray stated your computer does that automatically and Lt. Perley stated no, arrival to clear is entered by a Dispatcher; it does not print arrival to clear information; in fact, if you input software into the IMC System that would tell you that, it probably would be much greater (those assumptions) because he stated that the measurable times were less than 1 minute to 1 hour 35 minutes; it was like .01% but there are a series of calls, thousands of them that were 1 hour 36 minutes, 1 hour 37 minutes, 2 hours 15 minutes so he discounted

those because they were such a small component of the total. He went with all of the information that was recorded as a measurable component of the aggregate from less than a minute to 1 hour 35 minutes. He certainly understood what Ray was saying but he thought they would spend a lot of money on software and would hit the "go" button and find that the time variables that they had estimated are probably on the conservative side because they have, by sheer necessity, become a mass unit of Police Officers, they do things quick and that's how they take care of business because the phone is going to keep ringing. He understood Ray's philosophy but if they had that software, the number would be bigger.

Bob Drinkhall stated he had a couple of questions: how many departments actually meet the Bartell requirements. Lt. Perley stated it would take longer than the two weeks he spent on this one to figure it out. He knows that other departments have used the Bartell study and it usually comes on the heels of justifying requests for more officers; he thinks that's what adds to the validity of that study; this isn't on the heels of them coming in to say they want 37 cops; this was on the heels of the Budget Committee Chairman saying: tell us what an intelligent analysis of manpower would say and that is what it says. Bob stated he thought just the increase in crime would have sufficed, if you had given this Board what you gave the Board of Selectmen as opposed to having to go through all of this, just the increase year-to-year in Conway would have made the point and a lot less work for you. Lt. Perley stated we were asked to do it and he thought it would have been a disservice to both Boards and to the Department and to the Town that he serves if he was asked how many officers do you think we need and he said 25; that is not an intelligent analysis. Bob asked for the increase in crime, a couple were mentioned and he thought that was very important. Lt. Perley stated that he did a little study last year on where we stood in the 30 Town Survey and we were around 18 in the State for Group A Offenses and that was from the same data base; we are now 13<sup>th</sup> and may be #1 some day and that's not a gold medal that he wants; so there has been a 5 spot increase right there as far as the 30 Town Survey goes; some of the departments are in the 25,000 and greater population brackets. There is no town our size as busy as we are and there are cities, the City of Merrimack, is not as busy as we are.

David Jensen stated he had a two questions: 1) we have approximately 35% more Group A crimes than Group B crimes; as a lay person he would have assumed that Group B crimes would be far more prevalent; is that typical for us, typical for towns in general; is this just a bad year. Chief Wagner stated last year they were 18<sup>th</sup> in the State. David stated he was talking about the ratio, the ratio is 1.37 between Group A and Group B; 40% more major crimes than minor crimes. This is indicating that we are far more prevalent for major crimes. Lt. Perley stated that he could answer that in two parts: one is that's why they don't leave it up to a feeling; that's why the ratio for serious crimes is higher and the quality of life crimes is lower. If you look at quality of life crimes, a lot of them are offenses that are proactively generated; like Liquor Law Violations, an officer getting out of the car, walk through Davis Park and finding a party; New Year's Eve they go to a trouble call and 16 kids are arrested at the Comfort Inn for drinking; they catch somebody drinking and they catch a DWI, there is a noise disturbance on West Main

Street and they drive around and there's the person raising heck and they arrest him. It could be emblematic of the fact that the proactive time is getting pulled away because of the serious things like burglary, rape. David stated he wasn't disagreeing with any of that, but his question was is that ratio either unusual for the town or unusual for towns in general; in other words, is it common for Conway but not for anybody else. Lt. Perley stated he did not know. David stated the second question that he had was in the black out dates; were all the days/hours calculated that are spent doing security for construction. Lt. Perley stated no, because that's their scheduled time off; it is a non-factor.

Chairman LeFebvre thanked both Chief Wagner and Lt. Perley for coming in.

Ted Sares stated that he felt it was a great presentation for an increase in work force not less. Based on what he has heard, he felt he could make a fairly good case for an increase so he thought there were going to be some very interesting Deliberative Meetings coming up. Chairman LeFebvre stated he agreed; even if they were 50% off the swag factor, that demonstrates that you need 3 or 4 more officers.

#### LIBRARY

Tara Thomas and Linda Fox Phillips made the presentation for the Library. Tara Thomas advised that the budget had just been revised this afternoon. Linda Fox Phillips also stated they had a Special Meeting of the Board of Trustees of the Library this afternoon and she wanted to respond to one of the questions that was a carry-over from the Selectmen's Meeting. One of the issues that they talked about was the sources of Revenue that the Library had in addition to the taxes that are raised and appropriated. Albany and Eaton do not have their own libraries and the arrangement they have is they bill those towns for the number of patrons they have from each of those towns. She did ask Earl (Sires) and the rate does include the bond; the question asked was is the rate based purely on our annual budget or does it also include the bond that we passed in order to build the addition a few years back.

Ms. Fox Phillips stated in the packet that Tara passed out there is a listing of the positions and the hours. You will note that they have a staff of 10, 3 of whom are full-time, the rest are part-time. You can see from the titles, with the exception of the 3 assistants, they have special areas that they work in. As you all are aware, the Library experienced a significant change this year in that our Head Librarian of the past 39 years, the 3<sup>rd</sup> Librarian since 1900, and she told Tara when she was being interviewed when they hire a Head Librarian they anticipate about 30 years of service minimum. They have a number of staff that have been with them for a long period of time, including the Catalog Technical Services Librarian who has been with them for 37 years. The other major change in terms of staffing was the death of the Historian, Dave Emerson, who had served both the Library and the Historical Society very well for a number of years and they were very much saddened by his passing.

Linda Fox Phillips continued with those that have not either seen the Minutes or watched Valley Vision, when they met with the Selectmen last week, and there was a sequence which included a miscommunication so that

they were not invited to a specially scheduled Selectmen's Meeting, it was at that meeting where the motion was made to decrease their budget by 5-1/2%. When they attended the meeting with the Selectmen last week and one of her colleagues asked where that number came from, they were told it was an arbitrary number picked as a starting point for a dialogue. Unfortunately, because we weren't invited, which was in error, to the meeting where they were meeting with the Police Commissioners and Earl and several other department heads, they didn't have the opportunity to have a dialogue prior to that motion being made which was a significant disappointment because they weren't able to share information and there was no ongoing exchange of information.

Linda Fox Phillips continued with the statistical summary for the year and one of the things that is happening in our town is a very significant increase in the use of the Library which happens during a recession. The facilities, the assets, the different programs and the access to information that a Public Library can provide becomes even more essential to the community when people are experiencing tighter budgets. They have many patrons who are talking about the fact of their ability to access the internet, for example, they had to make the hard decision they could no longer afford that so if you look at the utilization on our adult computers, that's up a little bit more, 55% from the previous year. For those who have been on the Budget Committee for a period of time, they had a similar kind of increase the year before. They are seeing more folks come in; the 114,000 is the number of visits. When you think of the size of our town, very few communities the size of ours have utilization rates that match theirs and she thought it was a reflection in part on the continuity in the staff, the quality of services provided and the ability of the reference Librarians to research any type of question. As Tara said last week when meeting with the Selectmen, many people are coming in looking for help in job searches, looking for help in employment opportunities, employment training; they are really seen as a place where they can get information that is needed. As some may be aware, when the New Hampshire Works building was sick, that staff moved in and they made space for them because they consider themselves very much a partner in provision of community services to our residents. Across the board, the utilization rates have increased substantially.

Karen Umberger stated she didn't catch the number for the utilization rate. Linda Fox Phillips stated they had over 114,000 visits.

Tara Thomas stated volunteers worked over 1,700 hours which means they are doing the work of one full-time employee for about 42 weeks a year. Currently volunteers shelve their materials, they do not hire pages to do that like a lot of libraries do; they mend materials and tend the gardens outside. Volunteers are unable to work the Circulation Desk and the reason for that is the privacy of patron records; what people are checking out is confidential.

Linda Fox Phillips stated in addition to these volunteer hours we also have a very active group known as "Friends of the Conway Public Library" and among the things they do for us is conduct book sales; many folks in town make donations of books on a regular basis and we have at least two annual book sales, one outdoors in the warm weather and one indoors in

the cold weather; they put on a Christmas Concert and they put on a number of other programs. The Friends are a separate entity and that's additional hours that they don't record. The hours recorded are actual services in the building to the programs. They are very much respectful of the fact that the Selectmen work very hard to keep the Town budget as small as possible and of the budgeting process. The Head Librarian prepares the budget in early Fall; they sit down and review it, cut a number of items and negotiate together on others. What they are aware of is all of the members of the Board of Trustees are passionate about the Library, that's why they agree to serve as volunteers as a Board of Trustees. When she ran the Book Ends Program to try to help fund the bond, she learned that in the State of New Hampshire, as elected officials, only the Library Trustees should never be paid; you can question why but that's the way that particular law was passed. At any rate, they wanted to be respectful of the Selectmen's thinking so in their Special Meeting this afternoon, they took yet another look at the budget and passed a motion making the choice to be level funded; they are budgeting at a zero increase. What they are doing is level funding their collections; they are giving the staff the same percentage raise that the Town non-Union employees are receiving and they looked for ways to cut additionally in Operations. Over the past several years, they have been very successful in an internal campaign that started under Margaret's leadership and continued under Tara's to shut off lights everywhere when rooms are not in use and have succeeded in reducing the electric bill. They are anticipating that heating oil is going to stay level and feel what is budgeted will be sufficient. In the meeting today, one of the things talked about was the issue of Library hours. With their utilization rate, cutting hours didn't strike them as an appropriate strategy.

Bill Marvel, Library Trustee, stated on his own initiative he provided some figures to the Selectmen when they asked about cutting the hours and how much each hour was worth. With the figures that he had, he was able to come up with a figure of \$2,800.00 would be saved at most if an hour of service was cut. He dropped that to \$2,500.00 just to be conservative and it appears that maybe he was 20% optimistic at that. It looks like \$2,000.00 might be saved by cutting an hour of Library service, yet each hour costs us \$8,000.00, each weekly hour over the course of the year. They are not saving nearly as much as it really costs to keep the Library open by closing it for an hour. There are other factors involved, the salaried people, he didn't stop to think of the inequity of allowing the salaried people to keep their same rate of pay while it would end up cutting the wage earners essentially by dropping the number of hours that they would work. Even though you can save some money by closing the Library, he thought that would be a last resort. He was the one person who wasn't opposed entirely to shutting down for an hour here and there on the Board of Trustees and the rest of the Trustees were entirely opposed to it. To him, nothing is off the table but he would save that for last; they ended up cutting some Operations expenses that he thought could have been cut anyway and they came in with a level budget which he thinks fair in light of the concept that the Library is important to people during the worse of times.

Dave Sordi commended them on taking that position because he thought the Library is an important entity to keep at the level of service that it is at now. He mentioned at the last meeting, in times of recession you need to keep these services available to people and if you look at the utilization costs that you have, you've reduced your utilization costs quite a bit but you've got a lot more people coming through for the same amount of money. From his perspective, it is great what they did. The one thing that he did see in the budget: you've got \$2,625.00 as income but it is a positive amount and he thought that it should be a negative amount which would mean you would save about \$5,200.00. Linda Fox Phillips stated that was income that pretty much offsets the cost of the copier. David stated what he was saying is that should be a negative and you've basically found \$5,000.00.

Sheryl Kovalik stated not having participated in the previous conversations where the 5% was offered out by the Selectmen, she thought it was admirable that they came back with a suggestion of level funding; she thought that was really a good faith move and she would not want to see them take any more cuts to a service that she thought was extremely important to the community and serves the whole Valley; not to mention the supporting services between the different Libraries of the various towns which rely heavily on the Conway Public Library to augment what they offer from a collection standpoint within the smaller towns and because of the reciprocity that we have between the different libraries. A reduction in services from Conway effects all of the towns in our Valley and she thought that was not a good thing to do. She was very comfortable with a budget that has had to absorb increases in health insurance and other expenses coming in at level funding and was very supportive of that.

David Jensen stated there were 114,000 visits, do you have numbers for unique visitors. Linda Fox Phillips stated no, it is a counter; the fact that there are some of us who are frequent flyers and some of us read more slowly and the counter doesn't identify who walks across the threshold. Tara Thomas stated they do track website visitors and they are not included in that number. David stated he did not mean website visitors, he was using that as a metaphor; do you have a number for how many active card holders there are and Tara stated there are just under 6,500 active card holders. David stated to Bill Marvel that he had stated the cost was \$8,000.00 per hour and Mr. Marvel stated over the course of year. David further stated how many hours is the library open per week and Mr. Marvel stated 57 hours.

Karen Umberger asked on the savings of \$2,800.00, was that for the entire year. Bill Marvel stated over the course of a year for one hour and that's doubly optimistic, that's the most you could save. Karen stated she wasn't sure whether it was for each hour or if it was for the entire year and the \$8,000.00 would also be for the entire year. Mr. Marvell stated that's derived by dividing the entire budget by the number of hours.

Chairman LeFebvre asked if there was a system in place that allows the books to be screened as they go out like Kennett High School does. Tara Thomas stated that she would love that; the plan that they have is to

implement that over time; the \$2,600.00 that would have started that project rolling, the Trustees decided to cut this afternoon. Chairman asked if Ms. Thomas had any idea what the theft or shrinkage rate actually is at this time. Ms. Thomas stated at this time we are about to do an inventory and they will know. Linda Fox Phillips stated if you want to reinstate \$2,600.00 of what we did to level fund, it's the DVD's where we have the highest shrinkage; the \$2,600.00 would have allowed us to follow their presence or absence more closely. David Jensen stated that David Sordi pointed out that much as being in error. Ms. Thomas stated the reason that is not in brackets is that is income by statute that they are obligated to retain while they usually do offset that.

#### OTHER BUSINESS

Chairman LeFebvre stated the need to discuss the meeting on the 11<sup>th</sup>; the Vice Chair is not going to be available for an extended period of time because he is working for the New Hampshire Employment Security in Manchester and the Chairman will be out of town in Boston, MA on the 11<sup>th</sup>; therefore, he needs to have a Chairman Pro Tem for one meeting and he would like to open it up to people who are actually elected, not representing Districts, Precincts, Schools or the Town, for consideration.

Bill Masters stated he was going to be out of town on the 11<sup>th</sup>. David Sordi stated he would be gone next week. Dan Bacon stated he would be here but that he would be late. Karen Umberger stated that she would be available. Sheryl Kovalik stated Karen could run the meeting, but then she couldn't ask any questions.

Chairman LeFebvre stated we need to make a decision on this; it looks like we may have a bare minimum necessary for an official meeting on the 11<sup>th</sup>. Sheryl Kovalik asked if there was anyone absent tonight that might be here on the 11<sup>th</sup> and Chairman stated John Edgerton and Bill Aughton.

Dan Bacon suggested moving the meeting one day to Tuesday. Karen Umberger stated she would be in Concord and Sheryl Kovalik stated that people may have made other plans. Chairman LeFebvre stated if we have to move this meeting to Tuesday, the 12<sup>th</sup>, how many could make it. Chairman stated that he would check to see if this room is available on Tuesday, the 12<sup>th</sup>. Karen Umberger asked what was being discussed next Monday. Bob Drinkhall stated Conservation Commission, Rec and Public Works. Karen stated she wanted to be there for Public Works; she didn't care about Conservation or the other. Last year Karen was not present for Public Works and she was really annoyed about that; if you hold it on Tuesday, she would appreciate it if we not do Public Works but some other thing like Welfare and Executive.

Bob Drinkhall suggested meeting on Thursday, the 14<sup>th</sup>, but the Recording Secretary was unavailable.

Sheryl Kovalik stated we are currently scheduled for the 11<sup>th</sup> and we've always been on Monday. She appreciates the fact that we try to move things, but when we move things the people who design their life around the commitment that they made for the Mondays and Wednesdays gets messed

up. Sheryl recommended leaving it the way it is and let the chips fall. Bob Drinkhall stated if we don't have a quorum, we are in trouble. Sheryl stated we need to call and make sure we have a quorum. Chairman LeFebvre stated that all we can do on that is get here, hopefully there will be 8 here for a quorum. Sheryl asked why a quorum was needed for an overview, we're not going to be taking a vote, why do we need a quorum. Chairman stated any time you have an official meeting, you have to have a quorum. Sheryl stated that she did not believe that to be the case; you have to have a quorum if you vote. Chairman stated that he would check with Earl tomorrow.

Pat Libby suggested instead of meeting on the 11<sup>th</sup>, meet on the holiday the following Monday. Chairman LeFebvre stated the problem with that is the people coming to present, we are cutting into their holiday time.

Bob Drinkhall suggested doubling up on the 13<sup>th</sup>, making it a longer session. Sheryl Kovalik stated the 13<sup>th</sup> is the High School and the Career Tech Center and she did not think that was a good idea.

Sheryl Kovalik stated that if we require a quorum in order to meet, she will skip the School Board meeting and let Kelly run it; if we don't require a quorum, we can have a meeting and that will only work if you are one member short. Chairman LeFebvre stated he would do the research and find out and he would talk with John Edgerton and Bill Aughton.

Karen Umberger stated she did not have a problem with meeting on Tuesday and her not being here; her only problem was that she really wants to hear Public Works this year. Chairman LeFebvre stated the biggest problem with switching the day is that these people have committed to present on a specific day and he would hate to force them to have to do something else.

Dan Bacon stated he would be here but would be late by about one-half hour. Karen Umberger asked if it would make sense to change the meeting time to 7:00 PM and then that way it would give Dan a chance to be here and give the Chairman a chance to be here. Chairman LeFebvre stated he would talk with the Town staff tomorrow. Karen Umberger volunteered to be the Chairman Pro Tem if Chairman is unable to make the meeting on the 11<sup>th</sup>.

**Sheryl Kovalik moved, seconded by Dan Bacon, to adjourn the meeting at 8:50 PM. Motion carried unanimously.**

Respectfully Submitted,

Iris A. Bowden, Recording Secretary