

Town of Stratham

Select Board Budget Advisory Committee Joint Meetings

Thursday January 12, 2023

Tonight's Presentations

- Parks & Recreation
- Fire Department
- Department of Public Works
- Finance & Personnel
- General Administration

Parks & Recreation Department

Seth Hickey, Parks and Recreation Director

2022 Achievements

- Expanded Senior Programming
 - Add more classes and additional programs



- Youth Sports
 - Offered youth sports to over 816 participants (increase of 24% from 2021)

- Community Events
 - Hosted community focused events during the year
 - Generated over \$17,000 in revenue
 - Food Truck Festival
 - Summerfest



Senior Programming

Free to Stratham Seniors



Hiking

- Weekly year round hiking program on trails at Stratham Hill Park

Bone Builders

- Osteoporosis prevention fitness program
- After a two year wait, we are able to offer a second weekly session in 2023

Painting

- Two sessions once per week



Tia Chi

- Ongoing class
- Recently added a beginner session

Coffee Socials

- Social opportunity to meet with new friends
- Monthly socials with Town Department Heads

Day trips

- General fund covers the transportation, participant pays other expenses

Changes is 2022



Staffing Changes

- New Program Coordinator, new role within the department
 - Position is now more involved with supporting youth sports programming
 - Additional support for Senior activities
 - Increasing summer program and other in-house programs

Staff Support for Committee Work

- Program Coordinator more involved with supporting the Youth Sports Boards
- Director staff support for the Trail Management Advisory, Recreation Commission and the Park Association and also assisting with the Open Space Planning Committee and Conservation Commission.

Where are we headed in 2023

- Expanding Senior programming
 - More classes and activities



- Staff support of volunteer Boards
 - Youth Sports Boards, Trail Management Advisory and Open Space Committee

- Develop more in-house programs and activities
 - Creates opportunity for additional funds to be generated



Budget Changes 2023

- Increase- additional programming to support Senior programming
 - Free to Stratham residents, fee charged for non residents



- Decrease- Special Event
 - Self supporting community events
 - Larger community events have proven successful and self sufficient (some even generate funds)

2023 Fire Department Budget

Jeff Denton
Fire Chief

2022 Fire Department

- 2022 Provided unique challenges to the Fire Dept.
 - COVID Pandemic
 - Covid is still with us and the Flu virus is an additional concern this year.
 - Change of FD Leadership- New guy- New ideas- steep learning curve.
- Call volume statistics.
 - 784 Calls in 2022
 - 5.5% Decrease from 2021 (Covid fluctuations)
 - 16% Increase compared to 2020
 - Historically we have been increasing 5-7%/year for the past decade. (these numbers reflect COVID-19 pandemic fluctuations)
- Major Joint Active Shooter Exercise held in Stratham Hill Park- Oct 2022
 - Over 200 players from area PD and Fire departments – Facilitated by NH Homeland Security.
 - 1st Major Exercise of this type in the region– Stratham leading the way.
- 2022 Stratham Fair was still cancelled – Replaced by 1 Day Summerfest
- October of 2022 Second Annual Golf Tournament with PD. Raised over \$29K for FD.
- Dec 2022: 9th annual Lights-4-Lives charity fundraising event:
 - Currently estimate raising a record \$20000.00.
 - Targeted towards the purchase a 2nd set of fire gear for all interior FF's – Cancer awareness.

2023 Operational Budget

- 2022 Budget saw inflation and maintenance costs increase significantly
 - Dues increase – Increase in Seacoast Chiefs Mutual aid Assn. Dues
 - Increase in START (HAZMAT Team) dues to fund increased capabilities
 - EMS supplies- Added the \$2000 from Covid expenses to help cover continued EMS needs
 - Deleted Covid line item in budget
 - Training and conferences line item increased
 - Targeted Officer leadership training
 - Pump operations training from outside contractors.
 - Planned increase in initial training for new members as a result of recruiting and retention efforts.
 - Utilities all increased due to actual cost increases (Inflation)
- Staffing – As Planned for 2023
 - Operational staffing plan remains the same as 2022
 - Addition of a 16 hour per week dedicated part time *Fire Inspector* position.
 - Work load precludes continuing as an additional duty for volunteer members.
- Fire Gear- Major price increases continue as well as long lead times.
 - Primary sets (new and replacements) continue to be funded via operations budget (3-4 sets per year)
 - Secondary set being addressed through fundraising and donations to start off.
 - Needed for cancer awareness program and operational readiness.
- Building, Vehicle and Equipment maintenance costs increasing due to inflation and aging fleet/infrastructure.

2023 Operational Budget

- Equipment Maintenance:
 - Split into Fire Gear and Equipment lines this year.
 - Better ability to see what is spent on each area.
- New Gear line item: This is to replace current expiring gear (PPE)
 - Issued to Town Residents/ Dept. Members who are established
 - Gear expires after 10 years per NFPA 1851 and manufacturer
 - Planned purchase of 6 sets of primary fire gear in 2023
 - Estimated at \$5,000/set for total of \$30,000 (price increases probable)
 - Leased Gear (stop gap measure)
 - Approximately \$650/set per year. Contracted for 4 sets in 2022 totaling \$2590.00
 - Using for part time day shift personal when first hired
 - Used when individual goes to FF1 and for long procurement times for new gear (up to a year)
- Other items include: upgraded pagers, Inspection/Pre-planing software, rapid deployment cribbing, SCBA Hydrostatic Testing (due every 5 years-2023),

2023 Operational Focus

- Staffing/Recruiting and Retention
 - Day Staff Coverage
 - Volunteer Staffing
 - More and more difficult to get people to be volunteer FF/EMT.
 - Also more difficult to attract qualified day shift personnel.
 - Increased competition with other towns for qualified members.
 - R&R Committee formed to make recommendations on Recruiting and Retention.
 - Focus on low cost large impact ideas to recruit and retain qualified FF/EMS personnel.
 - Data driven focus via surveys and research into what may work to improve our numbers.
- Training
 - FF-1 Spring- 2 new members attending.
 - EMT-A/ FF-2- Fall - as needed
 - Continued Active shooter/EMS warm zone training with PD.
 - Pump operator baseline certification training- outside training contractor
 - Leadership training for Operations Officers and Staff- outside contractor
- Stratham Fair
 - Fair committee making the final decision on the Stratham fair
 - 2nd annual Summerfest 1 day event planning is moving forward for July event.
- Golf Tournament- 3rd annual
 - October 5th 2023

2023 Capital Reserve Fund

- FD Capital Reserve Fund to provide funding for “large” purchases
 - Engine 1 Purchase 2023
 - Needed to provide continued reliability and safety.
 - 20 year replacement (NFPA 1911 Standard)
 - Replacement received/ in service sometime in 2025.
 - (Current Eng-1 will actually be 25 years old at planned replacement delivery date)
 - SCBA Replacement 2033 (due at 15 year point)
 - Hydrostatic Testing due March 2023- 1st (due at 5 and 10 years)
 - Other items coming due for replacement in the near future:
 - Radio’s- Base radios are the last in the station to be updated.
 - Air Compressors- Original equipment from the old station- will need replacement within 2-5 years as a planning factor- currently still meet requirements.
 - Thermal Cameras- One replaced last year
 - Two more older models will need replacement soon.

2023 Capital Reserve Fund

- Funding Sources
 - Fire Dept. Capital Reserve Fund
 - Ambulance Billing Account
 - Used to purchase Ambulances/Fire Apparatus, Non-Consumable EMS Equipment, EMS Training
 - Used to offset additional Capital Purchases (ex: SCBA, Radios, etc..)
 - Stratham Fire Department Association
 - Money raised by members of the Association
 - Donated to the Town to make equipment and large Capital Purchases (ex: SCBA, UTV, Etc..)
 - Stratham Fair Trust
 - 50% of Fair Profit goes to this fund to support FD Operational needs.
- Over past 5 years we have equalized CRF to be more consistent and eliminate peaks.
 - Continuing to update plan based on current fiscal environment.
- 2022 - 2027 CRF appropriation currently \$110K

2023 Capital Reserve Fund

- Recommendations
 - Continue current Funding Schedule to allow adequate funding for Capital Items.
 - Addition of Firefighter bunker gear into CRF may be looked at.
 - Maintain consistent funding while working with other departments to maintain capital expenditures as low as possible.
- Replace Engine 1: 2000 E-ONE. First Line Engine for Commercial and Motor Vehicle Accidents
 - Based on performance current recommendation is purchase in 2023
 - Current projections show safe operational performance for an additional 4 years beyond NFPA guidelines.- Maintenance costs increasing due to age / parts availability.
 - Every year we evaluate performance and testing results. Current performance meets all requirements.

2022 Ambulance Account

- Recommend two warrant articles from Ambulance Account
 - \$10K EMS Training and \$10K for ALS Reimbursement for Medicare/Medicare Patients.
 - \$200,000 towards cost funding for Engine 1 replacement this year.
 - Funding from CRF, Ambulance account and other available sources (Fair Trust, ect.)

DEPARTMENT OF PUBLIC WORKS

Director, Nate Mears

2023 Preliminary DPW Budget

The 2023 DPW preliminary budget represents an increase in operational costs while increasing our level of service.

The year over year increase is 52,978K or 2.39%.

DIVISION	2022 BUDGET	PRELIMINARY 2023	\$ CHANGE	% CHANGE OVER 2022 BUDGET
General Gov't Buildings	175,870.00	183,020.00	7,150.00	4.07%
Cemeteries	56,711.00	45,485.00	(11,226.00)	-19.80%
HIGHWAY	700,816.00	748,478.00	47,662.00	6.80%
STREET LIGHTING	10,000.00	10,750.00	750.00	7.50%
SANITATION	1,083,628.00	1,090,751.00	7,123.00	0.66%
PUBLIC WORKS (OTHER)	1.00	-	-	0.00%
PARKS	139,976.00	141,495.00	1,519.00	1.09%
Pest Control	54,144.00	54,144.00	-	0.00%
TOTAL	2,221,146.00	2,274,123.00	52,978.00	2.39%

19

Budget Drivers – Change In Budgeted Payroll Expenses

- One payroll increase is reflected in the Facilities Payroll line; the Custodial Part-time funding is now distributed from the one Facilities Payroll line.
- Since 2022 DPW payroll has been distributed amongst division lines by percentage, this has supported reductions to Cemetery & Parks Payroll lines.
- Funding for Part-time DPW Administrative Coordinator position is distributed amongst divisions accordingly at a minimal increase.

DESCRIPTION	2022 ALLOCATION	2023 PROPOSAL	\$ CHANGE	% CHANGE
Facilities Payroll	52,927.00	79,120.00	26,193.00	49.49%
Custodial Part-Time	17,517.00	-	(17,517.00)	-100.00%
Cemetery Payroll	40,000.00	25,015.00	(14,985.00)	-37.46%
Highway Payroll	238,449.00	279,845.00	41,396.00	17.36%
Highway Overtime	29,952.00	25,000.00	(4,952.00)	-16.53%
Temporary Plow Drivers	10,000.00	10,000.00	-	0.00%
Sanitation Payroll	41,000.00	45,623.00	4,623.00	11.28%
Parks Payroll	78,871.00	59,795.00	(19,076.00)	-24.19%
TOTAL	508,716.00	524,398.00	15,682.00	3.08%

20

2023 STRUCTURAL GOALS FOR DPW ORGANIZATION

DPW continues to navigate employee attrition and with this transition opportunity for a cultural shift is presented.

- Globally all industries are experiencing an shortage in skilled labor.
- Locally our Department in impacted as well.
- It is critical that we invest in training up staff, maintain competitive wages and benefits packages in order for our department to sustain and serve the community for the future.
- Without growth potential and role specification our Department will experience turnover and gaps in service.

Our 2023 budget supports the increased Administrative Support while only requiring a 3% increase over previous budget.

21

Budget Drivers – Decreases In Operational Expenses

GENERAL GOVERNMENT - CEMETERIES

- Reduced Payroll Expenses.
- Overtime for evening and weekend burials is now collapsed into Highway Overtime line.

PUBLIC WORKS – HIGHWAY

- Reduced Overtime Expense.

PUBLIC WORKS – PARKS

- Reduced Payroll Expenses.

22

DEPARTMENTAL GOALS FOR 2023

- Publish final draft of Public Works Department SOP to include staff training program.
- Focused Capital Planning for Parks facilities and infrastructure.
- Data collection and GIS mapping of all Town storm water infrastructure.
- Installation of sander hanging rack at DPW to increase safety and efficiency of cleaning equipment year round.
- Increased perpetual care services within cemeteries, i.e. greater number of monuments cleaned annually.
- Further investigation and planning into the ever changing recycling market with focus on waste reduction and cost savings.

23

General Admin, Finance, and Personnel

Christiane McAllister, Finance Administrator

David Moore, Town Administrator

Finance Office 2022 Accomplishments

- Reorganization of Banking Relationships and Account Structures
 - One banking institution instead of several--streamlines inter-fund transfers, centralize support, minimize accounting errors
 - Consolidate the number of accounts to the minimum number possible to meet the needs of the Town while working within the framework of the Generally Accepted Accounting Practices
 - Establish one account for the sole purpose of collecting electronic receipts
 - Implement best practice fraud protection measures to protect Town assets

Personnel Administration

- Overall 9.11% reduction in the budget that funds the employer payroll taxes and employer funded benefits
 - Implementation of Comprehensive HR Budget spreadsheet
 - Manages up to date employee roster
 - Current pay rates
 - Benefit participation and associated costs
 - Allows accurate budget projections using various cost factors

Benefit Administration

- Implementation of multi year plan to effectively managed benefit costs

- 2021 introduction of 2 new deductible medical plans supported with the added benefit of employer funded Health Reimbursement Accounts (HRA)
- 2022 introduction of Flexible Spending Account (FSA) with employer funded contributions for deductible plan participants
- Employee Benefit Discussion Meetings conducted throughout the summer of 2022 intended to facilitate employees using these benefits to their advantage.

* Lower cost plans supported with added benefits of HRA and FSA to offset employee costs results in continued decreases to benefits costs for both the employer & employee while maintaining quality coverage

2022 EMPLOYEE BENEFITS OVERVIEW & COMPARISON			
Health Trust Medical	2 Person Plan	AB20	ABSOS20
			ABSOS25
2022 EMPLOYEE BENEFITS OVERVIEW & COMPARISON			
Health Trust Medical			
2 Person Plan	AB20	ABSOS20	ABSOS25
Out of pocket limit per member	\$ 6,000.00	\$ 10,000.00	\$ 10,000.00
Deductible	n/a	\$ 3,000.00	\$ 9,000.00
co-pay	\$ 20.00	\$ 20.00	\$ 25.00
Annual premium	\$ 22,423.68	\$ 18,075.24	\$ 13,126.32
Employer Portion of annual medical premium	\$ 16,817.76	\$ 14,460.19	\$ 11,157.37
Health Reimbursement Account benefit (HRA)	n/a	\$ 1,000.00	\$ 3,000.00
Flexible Spending Account (FSA)	n/a	\$ 250.00	\$ 500.00
Employee cost share of annual medical premium	25%	20%	15%
Annual employee cost of premiums	\$ 5,605.92	\$ 3,615.12	\$ 1,968.96
Employee portion of premium per payperiod	\$ 233.58	\$ 150.63	\$ 82.04
**Out of pocket limit minus HRA/FSA	\$ 6,000.00	\$ 8,750.00	\$ 6,500.00
Deductible minus HRA/FSA	n/a	\$ 1,750.00	\$ 5,500.00
**Out of pocket limit plus annual premium	\$ 11,605.92	\$ 12,365.12	\$ 8,468.96
Health Trust Insurance			
	% weekly pay or max benefit	Max Weekly	Max Benefit Period
Short Term Disability (STD)	66.67%	\$ 1,200.00	26 weeks
Long Term Disability (LTD)	60%	\$ 6,000.00	age-based
Life	\$75,000		

Budget impact of initiatives

• Health Benefits – (\$40,856)

- The budget reflects the third straight year of a decrease in health insurance costs for the Town
- The 7.3% decrease is realized despite an 11.7% increase in HealthTrust premiums for 2023.
- Additionally, the Town transitioned its Short and Long Term Disability, and Life insurance products to HealthTrust at the beginning of 2022 which created efficiencies in administration of benefits, a better employee benefit and cost savings for the Town.
- Year over year changes in plan enrollment

Plan Year	Employee Premium AB20	Employee Premium ABSOS20	Employee Premium ABSOS25	Employee Premium Dental	Employee FSA PP deduction	Medical Insurance Buyout	Dental Insurance Buyout
2023	3	8	9	22	20	11	9
2022	7	13	5	27	22	11	9
2021	10	13	3	27		8	7

Town Administration

- Includes salaries for Town Administrator, Executive Assistant
- Legal Line item
- Meetings and Meals