



TOWN OF BARRINGTON

NEW HAMPSHIRE

Office of the Town Administrator

2020 Select Board Goals and Budget Mid-Year Analysis

July 27, 2020

The Select Board's 2020 operating budget was approved at Town Meeting on March 10, 2020. Subsequently, the Select Board finalized their 2020 goals on April 13, 2020. This goal and budget analysis serves to provide a mid-year update to the Select Board and community.

2020 Select Board Goals

1. Monitor and Respond Appropriately to the Local Impact of Pandemics
 - a. Work closely with Federal, State, and Local leaders to secure available assistance for Barrington's response and financial impacts of the pandemic.
 - b. Support residents and businesses impacted by the pandemic with consideration of property tax hardship abatements for interest/penalties and deed waivers.
 - c. Encourage responsible 2020 budget utilization and work with Department Heads to minimize the financial impact of the 2021 budget and warrant to voters.
2. Continue Infrastructure Planning and Improvement
 - a. Support the Town Hall Building Committee and Town Administrator through the construction of the new Barrington Town Hall.
 - b. Work with the Road Agent and an engineering consultant to develop a ten-year road improvement plan which can be implemented utilizing the Town's regular paving and road improvement budgets.
 - c. Work collaboratively with the Library Trustees to develop a new library proposal which will receive voter support.
3. Develop Combined Policy Manual and Review Schedule
 - a. Aggregate all Town policies and procedures into one policy manual with consistent formatting.
 - b. Develop and begin a three-year policy review schedule to ensure policies are consistently updated and reflect current operations.
 - c. Utilizing the approved recommendations of the 2019 Compensation Study, review and update the Barrington Personnel Policies and Procedures Manual.
4. Encourage Widespread and Complete Community Participation in 2020 Census



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2020 Goal Analysis

Executive Summary

Although 2020 has presented many unforeseen challenges for municipal government, the Barrington Select Board has continued to make measurable progress on the goals set for the year. The local pandemic response has been collaborative and resident-focused. Infrastructure planning has continued with delays on the Town Hall and a postponed bond request from the library. The policy manual aggregation is proceeding, and the personnel plan will be addressed later this year. Finally, Barrington's census response rate is above average, but still leaves 35% of residents uncouncted.

Goal Progress Details

1. Barrington Department Heads and employees, supported by the Select Board, have remained on the forefront of the COVID-19 response during the rapidly changing landscape of municipal services.

a. Service adjustments have been resident-focused

- i. The details of service adjustments have been summarized and consistently updated at www.barrington.nh.gov/covid19
- ii. Town Departments have used this opportunity to expand the use of electronic communication and electronic receipt/return of documents.
- iii. Many municipalities were quick to suspend certain services, Barrington focused on quickly adapting in order to continue providing services deemed non-essential in other communities. Specifically, we offered no delays in building inspection and planning services since the onset of the pandemic.
- iv. Although motor vehicle registration renewals have been available online for a number of years, staff worked diligently to encourage and improve the ease of use for this contactless registration method. Residents have continued to be served in-person with appointments. Residents have provided positive feedback for Town Clerk appointments which have eliminated the uncertainty of waiting in line to register their vehicles.
- v. Public meetings have been held virtually since early April. The Town has received overwhelmingly positive feedback from the public regarding virtual meetings which they feel are more open and transparent with remote participation capabilities.

b. Monitoring and responding to the new and adjusted laws and orders

- i. The Federal and State governments were quick to respond to the COVID-19 pandemic with new laws and orders which municipalities are required to navigate.
- ii. At the Federal level the Families First Coronavirus Response Act (FFCRA) was signed into law on March 18, 2020 and the Coronavirus Aid, Relief,



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and Economic Security (CARES) Act was signed into law on March 27th, 2020.

- iii. At the State level, the Governor's State of Emergency has been accompanied by nearly 60 emergency orders, many of which impact municipalities or the delivery of municipal services.
- iv. The Town has taken great care with understanding and effectively implementing the changes necessary to comply with adjusted laws and emergency orders.

c. Exploring and securing available relief funds, minimizing the financial impact

- i. The Federal CARES ACT and FFCRA provided funding mechanisms for some of the new mandates; these funds have been pursued as applicable.
- ii. The CARES ACT aid to New Hampshire is managed by the Governor's Office for Emergency Relief and Recovery (GOFERR) which has allocated various funding sources to municipalities
 - 1. The Municipal Relief Fund (MRF) has allocated \$213,000 to Barrington for reimbursement of eligible expenses. The Town has already successfully secured of \$50,000 of that funding and intends to utilize the full \$213,000 by October.
 - 2. The First Responder Stiped program provided between \$50 and \$150 per week (eight weeks) for eligible emergency first responders. Barrington employees received over \$50,000 through this program.
- iii. The President's emergency declaration has made funding from the Federal Emergency Management Agency (FEMA) available. These funds will be reimbursed at 75% and CARES MRF funds will cover the 25%. The Town is working closely with the NH Department of Homeland Security and Emergency Management to navigate the FEMA reimbursement program.

d. Responsive and thoughtful policies to address unforeseen circumstances

- i. The Governor, by emergency order instituted 'Stay at Home 2.0' which allowed restaurants and other businesses to offer outdoor services. Generally, this change of business use would require site review from the Planning Board. The Select Board acted in early May to issue a [temporary waiver of the enforcement](#) of site review requirements allowing business to adapt to the changing business requirements. This waiver in conjunction with collaborative work from the Code Enforcement Officer, Fire Chief, and Police Chief quickly allowed outdoor seating and [drive-in movies](#) in Barrington.
- ii. In response to Federal and State travel guidelines and in order to protect employees and the public, the Select Board authorized the temporary [COVID-19 Travel Policy](#). This safety policy requires a quarantine period



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or testing in order to return to work after travel outside of Maine, New Hampshire and Vermont using public transportation.

e. Responsible budget utilization, recognizing the local economic impact

- i. Town staff have worked diligently to find opportunities to save money and operate more efficiently in order to remain within (and under budget). Compared to this time last year, the Town has spent \$115,000 less and has utilized 3% less of the total budget.
- ii. Planning has begun for the 2021 budget process which will focus significant attention on the local economy and the financial impact of property tax increases.

2. The Select Board have continued to recognize and prioritize the importance of infrastructure planning and improvement

a. Town Hall

- i. Voters approved a \$1.9 million new Town Hall project on March 12, 2019. The Select Board convened a Town Hall Building Committee which is in the final stages of design development with Careno Construction. This project is currently experiencing delays in State permitting for the larger subdivision. The Town is hopeful to start construction in 2020.

b. Road Improvement Plan

- i. In March of 2020, voters authorized the pursuit of an asset management grant opportunity. This project will form the basis of a new road improvement plan. Recently, the Select Board partnered with Hoyle, Tanner, and Associates, to manage the asset management grant process. Once completed, the Town intends to build from the asset management program to create a comprehensive road improvement plan.

c. Library

- i. The Select Board has continued to support efforts to achieve voter support for a new library in Barrington. Recently, Select Board representatives met with library leadership to discuss the future of the project. At the July 21st meeting, the Library Trustees decided to postpone a third request for a library project until March of 2022. The Select Board supports this decision, recognizing the many factors that have been considered.

3. Policy Manual and Policy Review Schedule

- a. Town policies, procedures and ordinances have been aggregated. Staff are working on a policy format and will present a proposed review schedule to the Select Board later this year.
- b. The Select Board continue to support a review and update of the Barrington Personnel Policies and Procedures Manual.



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4. 2020 Census Community Participation

- a. The Select Board has hosted numerous visits from the area Program Specialist who recently reported that Barrington has a 65.3% response rate (87th in the State).
- b. The Select Board recognize the importance of a complete Census count for federal funds, education support, and planning purposes.



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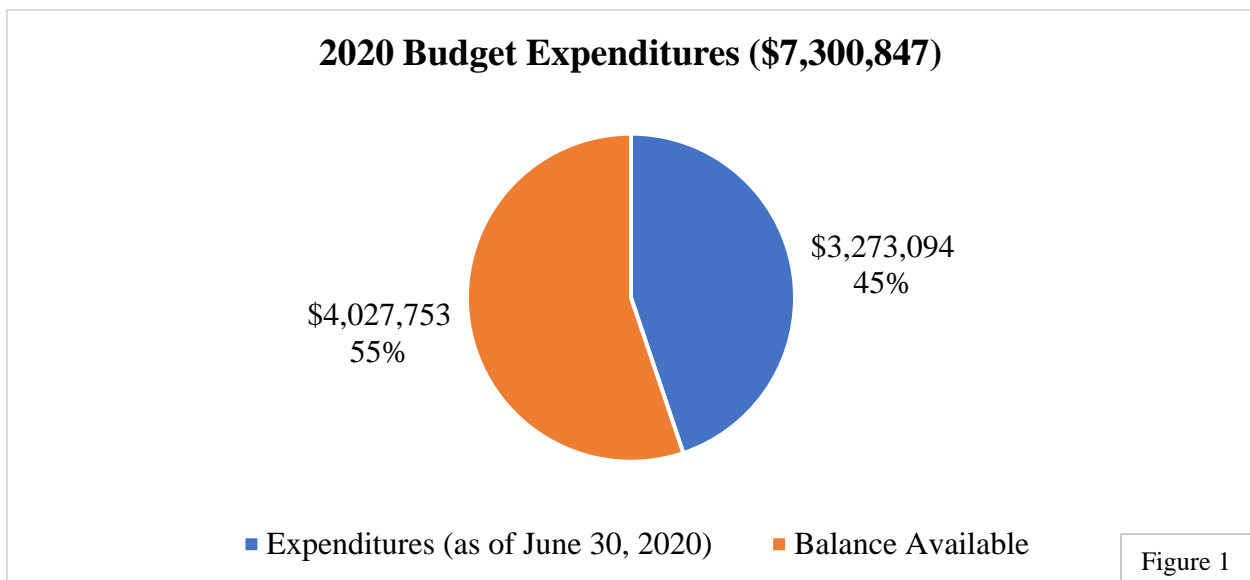
2020 Budget Analysis

Executive Summary

2020 operating budget expenditures are running below projections, primarily due to conservative spending by Department Heads and COVID-19-related grant funds. So far in 2020, \$115,000 less has been spent than the same time in 2019. 2020 revenue is also running slightly below projections (\$130,000 less than 2019), partially due to economic factors (development activities and interest on investments). At this point I do not anticipate the Town's revenue/expenditures causing an unanticipated tax rate impact in 2020. It will be especially important to continue closely monitoring revenues for a potential tax rate impact in 2021.

2020 Expenditures

At the March 10, 2020 Town Meeting, voters approved an operating budget of **\$7,300,847**.



The chart above (**Figure 1**) illustrates that the Town has expended \$3,273,094 of the approved operating budget and has \$4,027,753 remaining. Expenditures currently total 45% of the approved budget and represent some one-time annual contract payments and large expenditures (insurance and paving, for example). The Town is comfortably within budget and has expended \$115,000 less than this same time in 2019. See 2019 expenditure chart below (**Figure 2**).



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2019 Budget Expenditures (\$7,124,100)

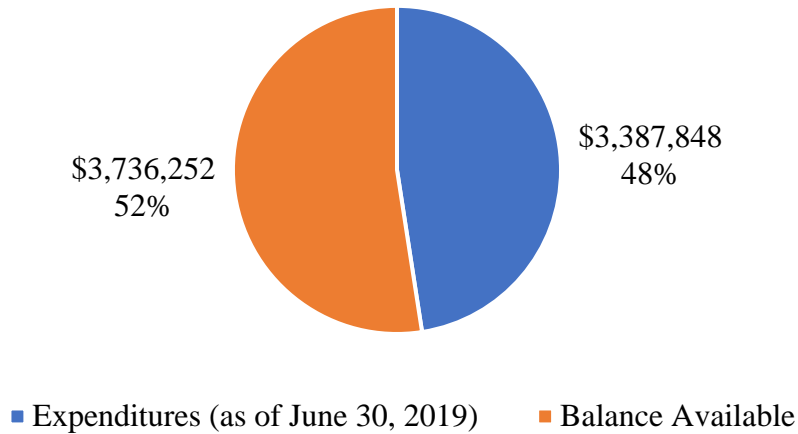


Figure 2

2020 Budget Versus Expenditures by Department

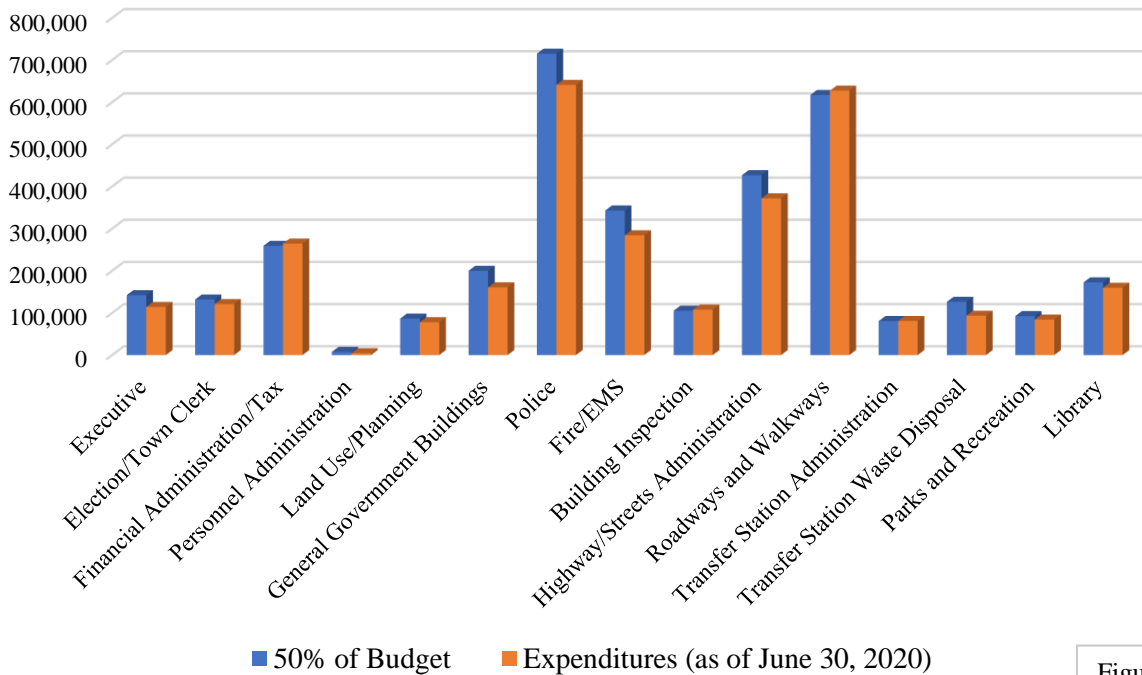


Figure 3

The chart above (**Figure 3**) separates the expenditures of most departments as compared to 50% of the approved budget. A numerical representation of the 2020 data can be found in **Figure 5**. The departments listed are 5% under budget compared to 2019 expenditures. Comparative 2019 data can be found in the chart below (**Figure 4**). A numerical representation of the 2019 data can be found in **Figure 6**.



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2019 Budget Versus Expenditures by Department

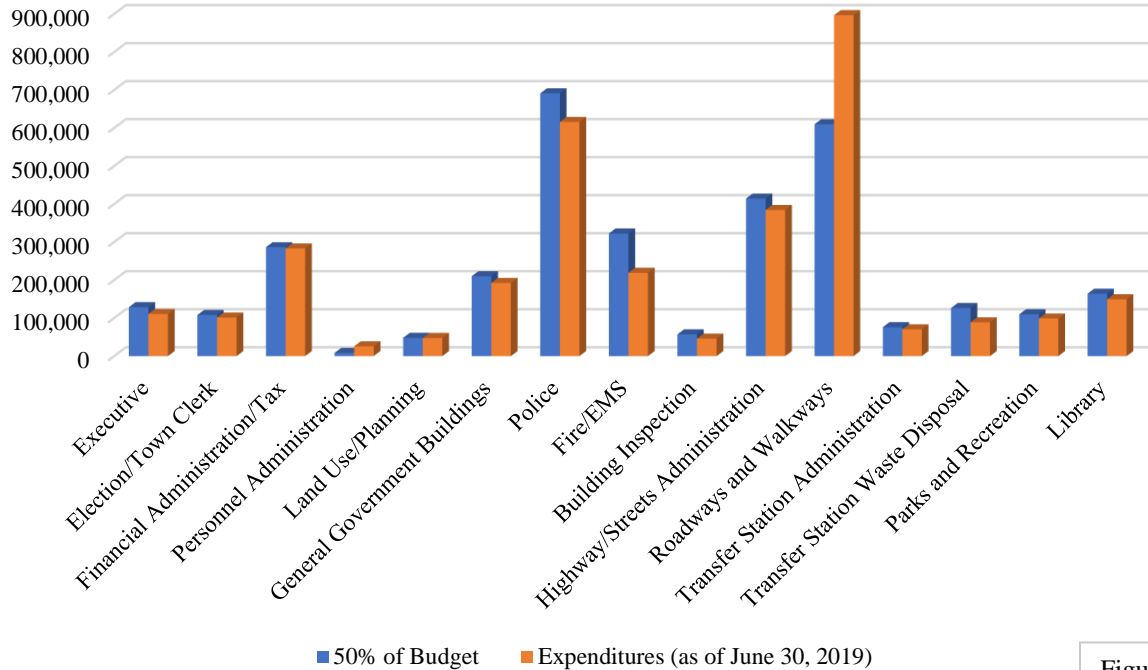


Figure 4

2020 Budget Versus Expenditures by Department

Department	2020 Budget	50% of Budget	Expenditures (as of June 30, 2020)
Executive	284,340	142,170	114,121
Election/Town Clerk	263,546	131,773	120,997
Financial Administration/Tax	518,463	259,232	264,598
Personnel Administration	15,005	7,503	4,436
Land Use/Planning	173,060	86,530	77,878
General Government Buildings	399,576	199,788	160,714
Police	1,430,271	715,136	641,095
Fire/EMS	686,056	343,028	284,137
Building Inspection	210,583	105,292	107,817
Highway/Streets Administration	853,741	426,871	371,882
Roadways and Walkways	1,234,561	617,281	627,365
Transfer Station Administration	161,390	80,695	80,861
Transfer Station Waste Disposal	253,000	126,500	93,344
Parks and Recreation	184,784	92,392	84,148
Library	345,072	172,536	159,616

Figure 5



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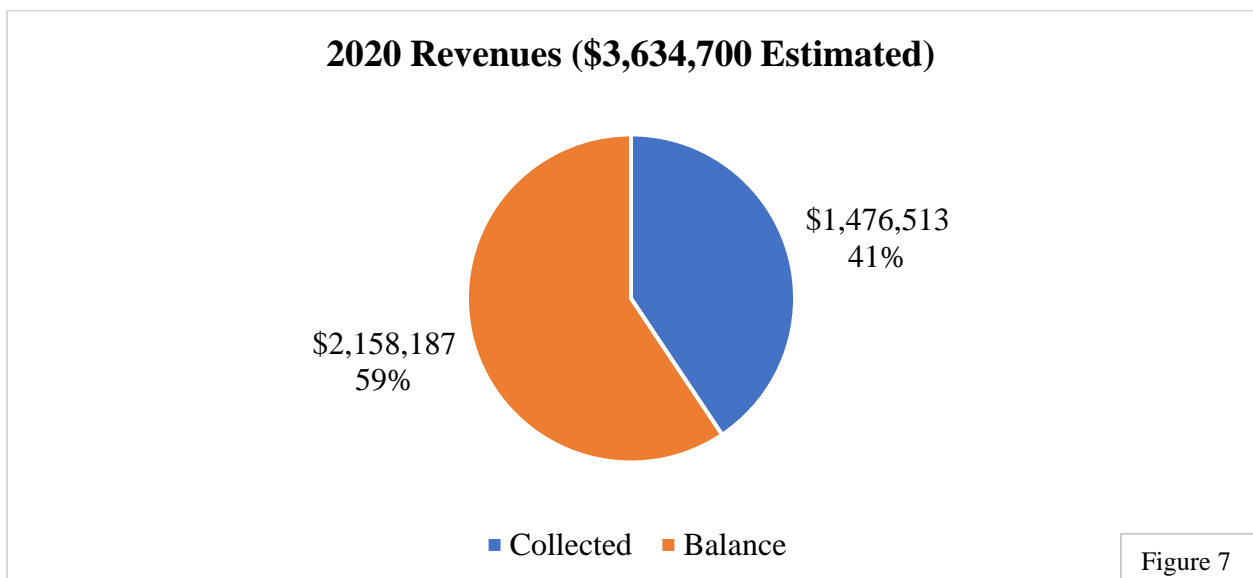
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2019 Budget Versus Expenditures by Department			
Department	2019 Budget	50% of Budget	Expenditures (as of June 30, 2019)
Executive	257,466	128,733	110,903
Election/Town Clerk	216,326	108,163	101,276
Financial Administration/Tax	572,749	286,375	283,189
Personnel Administration	16,805	8,403	25,783
Land Use/Planning	96,317	48,159	47,581
General Government Buildings	420,310	210,155	192,373
Police	1,382,216	691,108	615,901
Fire/EMS	644,791	322,396	219,020
Building Inspection	114,341	57,171	45,770
Highway/Streets Administration	828,690	414,345	384,197
Roadways and Walkways	1,219,560	609,780	896,770
Transfer Station Administration	151,949	75,975	70,444
Transfer Station Waste Disposal	253,000	126,500	88,719
Parks and Recreation	219,947	109,974	98,698
Library	328,307	164,154	149,378

Figure 6

2020 Revenues

Municipal revenues offset services and expenditures. Revenues are estimated throughout the budget cycle and finalized estimates are provided during tax-rate setting. The tax rate is set based on the amount of money necessary to fund appropriations after accounting for all revenue sources.



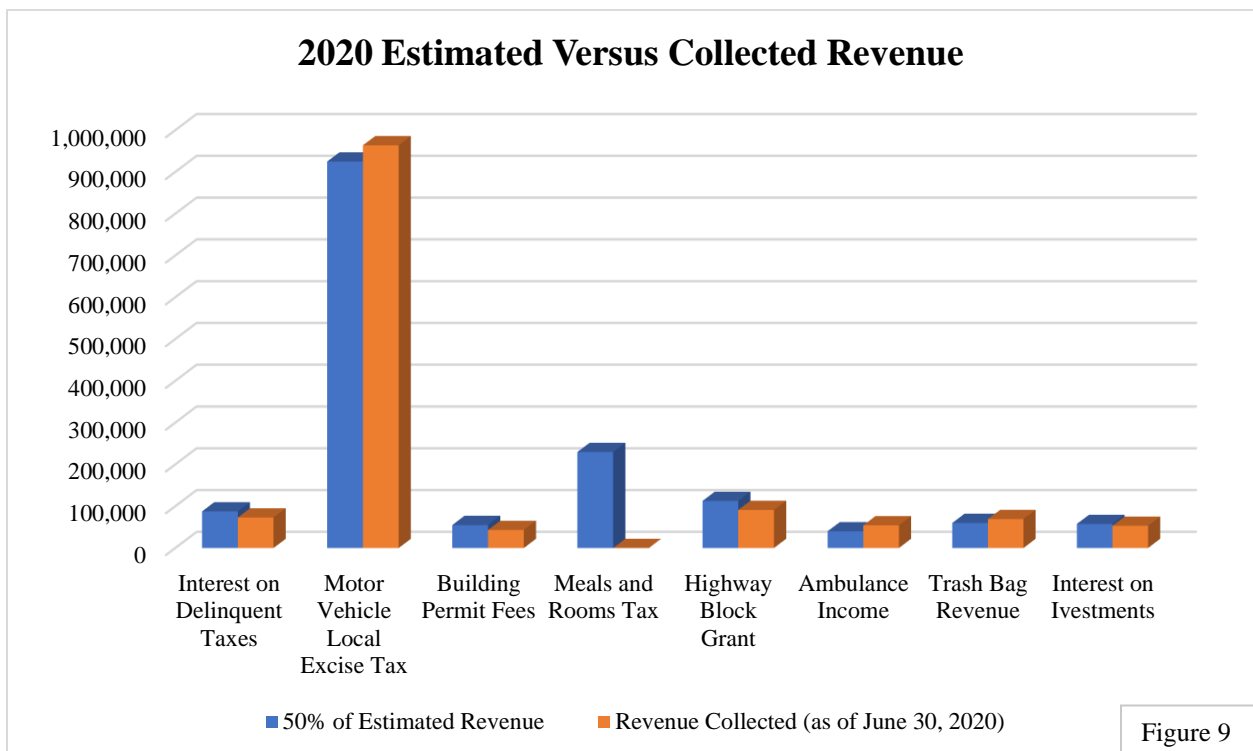
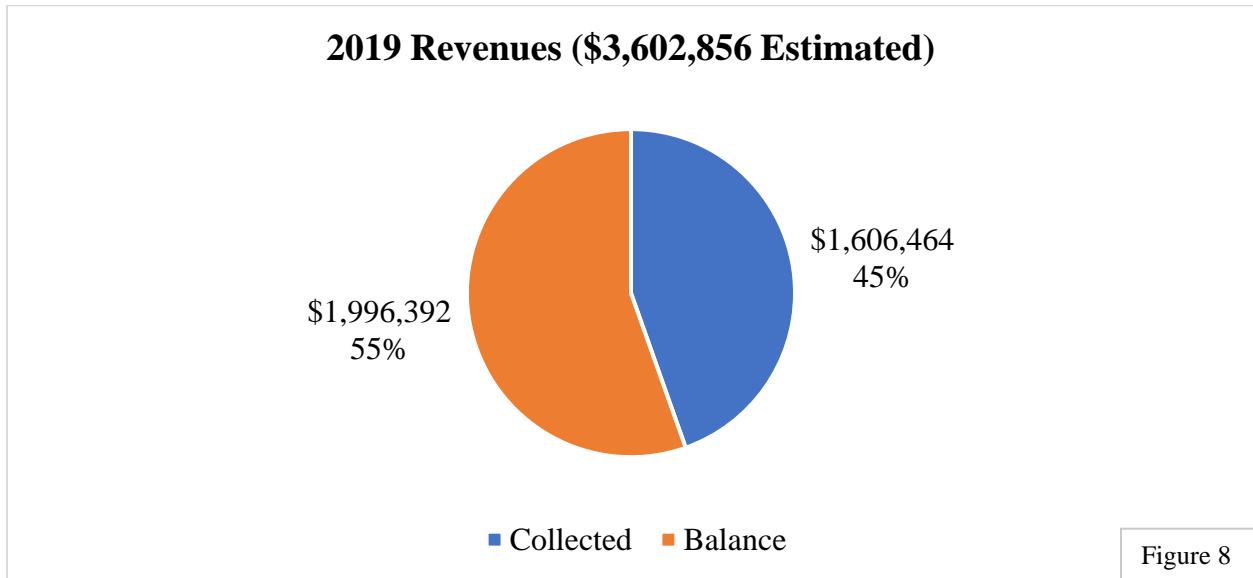


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The chart above (**Figure 7**) illustrates that the Town has collected 41% (\$1,476,513) of the estimated revenue and has \$2,158,187 remaining. The largest outstanding revenue item is State funding (Rooms and Meals, Municipal Aid, and Highway Block Grant). At this same time in 2019, we had collected 45% of the \$3,606,464 estimated for that year. See 2019 expenditure chart below (**Figure 8**).



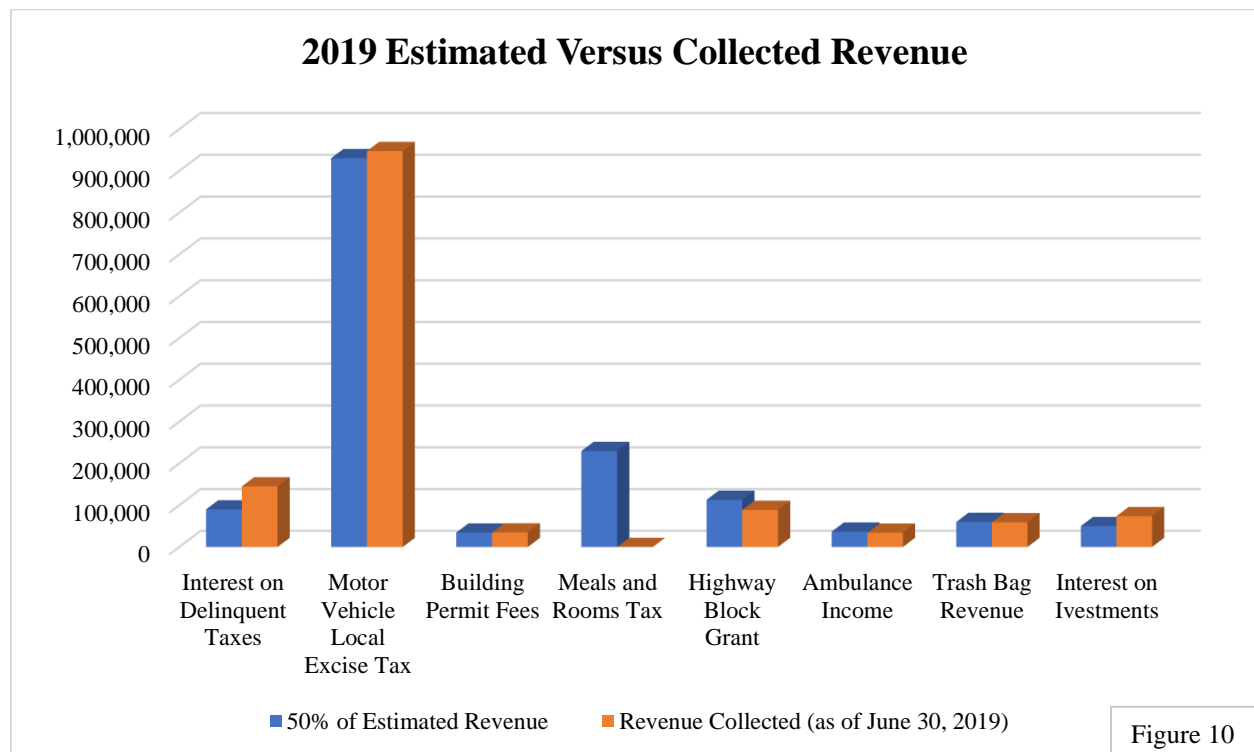


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The chart above (**Figure 9**) represents the collected revenue as compared to 50% of the estimated revenue for each individual category over \$100,000. A numerical representation of the 2020 data can be found in **Figure 11**. We are on track to meet or exceed most revenue categories. The three categories that show revenues less than 50% are Interest on Delinquent Taxes, Meals and Rooms Tax, and Highway Block Grant. As previously mentioned, the State revenue will be distributed later this year. The interest on delinquent taxes is tracking approximately \$70,000 less than this same time last year. This reduction is due, in part, to a 25% reduction in the amount of outstanding tax bills which went to lien and a reduction in delinquent and lien tax rates from 12% to 8% and from 18% to 14% respectively. Compare these revenue categories to the 2019 chart (**Figure 10**) below. A numerical representation of the 2019 data can be found in **Figure 12**.



2020 Estimated Versus Collected Revenue by Category			
Revenue Category	Estimated Revenue	50% of Estimate	Revenue Collected (as of June 30, 2020)
Interest on Delinquent Taxes	175,000	87,500	72,856
Motor Vehicle Local Excise Tax	1,850,000	925,000	963,845
Building Permit Fees	110,000	55,000	43,192
Meals and Rooms Tax	459,560	229,780	0
Highway Block Grant	225,416	112,708	91,067
Ambulance Income	80,000	40,000	54,402
Trash Bag Revenue	120,000	60,000	69,119
Interest on Investments	115,000	57,500	53,059

Figure 11 | 11



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2019 Estimated Versus Collected Revenue by Category			
Revenue Category	Estimated Revenue	50% of Estimate	Revenue Collected (as of June 30, 2019)
Interest on Delinquent Taxes	180,000	90,000	144,889
Motor Vehicle Local Excise Tax	1,861,172	930,586	947,573
Building Permit Fees	69,051	34,526	34,629
Meals and Rooms Tax	459,560	229,780	0
Highway Block Grant	225,753	112,877	88,778
Ambulance Income	73,313	36,657	34,288
Trash Bag Revenue	120,000	60,000	59,268
Interest on Investments	100,000	50,000	73,900

Figure 12

Conclusion

The Select Board has prioritized the goals set earlier this year and have done so within the approved budget. The Select Board will continue to support staff through the ongoing projects related to their goals. Heading into the 2021 budget planning process, the Select Board will continue to balance the needs of Barrington with the impact of property taxes.