



BOARD OF SELECTMEN
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MINUTES OF THE BOARD OF SELECTMEN

Monday, November 27, 2017 – 7:00 p.m. – Town Hall Conference Room

Members Present: Chester Deorocki, Chip Hussey, Vaughan Morgan, Jim Rolston, Paul Sanderson

Staff: Karen Anderson – Town Administrator, Ralph Cresta – Fire Chief, Paul Hayden – Property Maintenance Supervisor/Road Agent

Chair Morgan opened the Board of Selectmen meeting at 7:00 p.m. A roll call was taken by the Chair; he announced a quorum was present and the meeting was being recorded.

I. APPOINTMENT

1. Fire Department Analysis – Chief Cresta and Municipal Resources, Inc.

Chair Morgan spoke briefly about the operational assessment of the Greenland Fire Department. The document is available to residents in the Town Office or through a link on the Town website. The report includes the staffing as requested in the 2018 budget by the Board of Selectmen as well as additional recommendations for consideration.

Brian Duggan, Director of Fire Service, and Gary Lamoureux, both of MRI, addressed the Board. MRI looked at the Fire Department from a risk management perspective. In doing so, things are looked at internally and externally, the operations of the department, how it compares to other comparables and industry standards and best practice. They also look at the community. They found that Greenland is not really comparable to demographic communities of a similar size. The risk profile included the rate of residential development, the age restricted housing development that is under construction, increased commercial development along the Rt. 33 corridor, the presence of a propane facility, the interstate, and a large quantity of hazardous materials. Greenland has a moderately higher risk than most similar communities and that reflects on how the department needs to be organized and staffed. Hazards in the community were targeted and formed the basis for the report.

Greenland has a reciprocal relationship with mutual aid. It strikes at industry best practice: from the first call and positioning of units, there is a regional immediate response. That's a credit to the Seacoast Fire Chiefs and their organization. Greenland has a paramedic level ambulance.

Tour of the Community: A tour was taken of the Town. High hazard areas were seen. There are risks including the age restricted housing development which could add a considerable amount of calls.

Fire and Rescue Facility: Some deficiencies were found which may interfere with response times.

Review of Fire Apparatus and Equipment: Vehicles are well-maintained and in good condition. It was nice to see that the Town has continued to support the needs of the Fire Department. Fire apparatus and equipment does improve the safety of residents.

Greenland Police Department: There is a good working relationship with Department Heads and they are supportive of each other. They definitely support the Town and do whatever they can to make it efficient to provide service to the community.

Evaluation of Greenland Fire Department SOP: There are some in place and must be continuously reviewed to ensure the department is up to date on any guideline changes.

Data Review: This is the information sent to MRI to review and includes response times, etc. A few deficiencies were found.

The apparatus was well-maintained and of good quality. It's also some of the most organized as far as tools and equipment. This comes from good leadership. The relationship between the Fire Chief and Police Chief was noted as exceptional: it's very positive and cooperative, which is not always the case.

A number of observations were made: it's an excellent fire/rescue organization. The Chief has done a good job putting the department together and moving it forward in a progressive manner. However, the department is at an operational crossroads. An investment and support from the community will be required to continue to provide the level of service that's needed. The current facility lacks much of the fundamental infrastructure and components that are present in a modern fire facility. They found it to be one of the more dysfunctional fire facilities in the various studies they've done. The Chief faces many challenges on a part-time basis: administrative, supervisory and staffing. They have suggested that as the department begins its transition, the leadership of the Chief should be retained to guide the personnel through the process. A community defines the acceptable level of service.

Based on MRI's review of the data provided and their time in Greenland, they found that the community expects a level of service of one unit responding rapidly on a 24/7 basis. It has become challenging, especially on the emergency medical services side; calls have risen dramatically. The organization has become challenged to the point where the staffing pattern needs to be changed and start to move toward a couple of full-time people. Over the past couple of years, a number of calls have been scratched, or missed, and assigned to other agencies. In 2016, 9.4% of calls were assigned to other agencies. The Chief has tried to improve the situation by bringing in on-call staff at night. Unless there is forward momentum on the on-call and retention side and creating some career staffing with administrative capabilities, there will continue to be an issue.

Based on the data reviewed, the average response time is 11.5 minutes. According to NFPA 1720 standards referring to on-call and volunteer departments, the average response time should be 10 minutes; this will need to be addressed.

There is also a lack of administrative capabilities. The ability to continually recruit and train on-call personnel needs to be strengthened within the department. Developing more of an internet/social media footprint for the benefit of the community as well as recruitment is important and the Chief doesn't have the current capacity to complete that task.

Mutual aid is a critical success factor in the community. The fire side is level as far as service. Generally, 70% of the calls are emergency medical; in Greenland, it's more than 50%. The EMS volume is increasing dramatically based on development in Town; this is another reason the department is at crossroads.

The department should focus on reducing response times, recruitment and retention of on-call personnel, and to develop a more formalized training program (with the administrative capacity, additional staffing would be necessary).

MRI recommends a suitable fire facility, and moving forward rapidly. The current facility is constrained in terms of space and its ability to serve the community based on a number of items that are lacking. The facility is also not of adequate size to house a modern fire/rescue agency with the needed resources.

Although the Chief is a per diem employee, they felt his energy, enthusiasm and passion eclipse that. He has brought forward an excellent organization. As the department transitions to a partially paid organization, they are recommending two full-time firefighters/personnel, and that an emphasis be placed on maintaining a strong on-call presence. In addition, more effort should be put into the recruitment and retention of those individuals. A sufficient on-call staff needs to be available to provide the level of service that's needed in conjunction with mutual aid response.

MRI recommended hiring two full-time personnel to develop support operations to the on-call members and for supervision of daily staff. It would also expand the Chief's administrative capacity within the department, which is lacking during the day. MRI also recommends that one of the personnel on shift during the day assist with recruitment and retention. The other full-time person would be advantageous on the social side.

There are many deficits with the fire facility, including code issues. The bunk rooms as well as the Town Offices being adjacent to the bays risk exposure to carbon monoxide fumes. Location and setting of the building affect response times. MRI recommends another facility of 10,000 sq. ft. to 12,000 sq. ft. to have the space needed for equipment and fire gear in an area without ultraviolet light as well as chemicals from the trucks. There is a great deal to consider with the facility and staffing.

The community should definitely recognize the leadership in the department. It's difficult to find a leader who runs the organization and puts in the time that Chief Cresta does. He also spends a great deal of time maintaining the vehicles, which is a cost savings to the community. MRI suggested the Board find a way to keep the Chief through the process because consistency will be needed. The Chief should be asked to develop a succession plan over the next few years so people and resources are in place that can move up in the organization.

The MRI report provides 53 recommendations to be considered. They recommend a paced and measured approach to the recommendations and bring them forward for action over a period of time. The full report can be found on the website as well as in the Town Office.

Chair Morgan thanked the MRI representatives for their report. He stated that one of the Chief's biggest concerns is response times. He added that the Town is in the process of E-911 changes, which should help with response times. Chair Morgan noted it was a very good report and assessment.

P. Sanderson asked what could be done to prevent Greenland from becoming a training ground to bring people in to have them leave for full-time jobs. B. Duggan responded that sometimes being the training ground wasn't necessarily a bad thing; the department is well-respected. As the transition moves forward, the area wage and benefit package should be considered. Firefighters and EMT's migrate from one town to another due to working conditions and wages and benefits. The station becomes part of that equation. The level of activity is also a factor.

P. Sanderson also asked about contractual agreement for training costs with a tiered pay back: the longer you stay, the less you have to pay back. B. Duggan responded that typically applies to paramedic training. Other agencies have the person pay their own training and then reimburse as a bonus for staying a period of time, which is easier to do than trying to get something back.

C. Deorocki agreed it was a very thorough report. J. Rolston stated it was refreshing to hear reinforcement of what the Board thought they knew. He asked if there were major problems when paid people were hired and interacting with volunteers. B. Duggan responded that if it's not managed, it could be a problem and the Board needed to be cognizant that tensions could develop. It needed to be stated at the start that this is an on-call agency with a career component. When the role of the on-call firefighter is changed, there will be tremendous attrition.

Bob Krasko, Budget Committee Chairman, stated this has been discussed over the last three to four years, and knew it would have to be dealt with some day. There are many people in Greenland on a fixed income. He liked the report and was in agreement that it was very well put together. It will have to be discussed at length. B. Duggan recommended that it be paced and to go slow, preserving the volunteerism in the on-call organization. B. Krasko added that there is more than one improvement that needs to be done in Town. The Town needed to be careful with where to put its priorities and monies.

P. Sanderson asked what would happen if the Fire Department "just closed" and went dark. He made it clear that he was not advocating it, but wanted residents to understand the risks. B. Duggan stated that as part of the study they looked at would happen regionally. If the department ceased to exist, residents would settle for a far different level of service for response times, fire loss and emergency medical consequences. Or, the Town would be facing contractual relationships such as a private ambulance service or regional fire service. The cost would probably far exceed the current cost to maintain the same level of service. MRI felt the department provided an exceptional value to the community but saw evidence the department is struggling. They need the support to continue to provide the one unit response 24/7 in a rapid manner.

Chair Morgan stated that he has spoken to people in the insurance industry. If the Town doesn't have a fire department, insurance rates may increase significantly. G. Lamoureux added the Town's ISO rating would definitely change. Residents may also have a difficult time getting a mortgage because coverage would be a distance away. If a private service was hired, the cost could be as much as triple and the Town would also lose control. There is a section within the report regarding insurance ratings.

Don Miller, Post Road: He is 100% supportive of the proposal. He added that he would need to decide if that was more important than the Library.

B. Duggan stated it is much harder to find people that want to serve and have the time. There is a section in the report on recruitment and retention.

Chair Morgan opened the meeting to public comments and/or questions. Dennis Malloy, State Representative and resident: Is Greenland any different than other communities of similar size regarding turnover. B. Duggan stated that the department is healthier and slightly more active than most. Turnover has been higher in more comparable agencies than it is here.

Chair Morgan summarized that there are some major financial issues facing the Town in the near future, including road repairs, Coakley Landfill, and the Library. The taxpayers need to be made aware of the necessity for a new fire department to include building and personnel so they may prioritize their decisions when voting.

II. APPROVAL OF MINUTES

1. Monday, November 13, 2017

MOTION: P. Sanderson moved to approve the minutes of Monday, November 13, 2017 as amended. Second – J. Rolston; all in favor. MOTION CARRIED

III. OLD BUSINESS

1. Coakley Update

The Coakley meeting was held at the North Hampton Town Hall on Wednesday, November 15, 2017. EPA and DES representatives were present. Presentations were made and citizens updated on the status of the site. K. Anderson stated the meeting was a little more contentious than others that have been held at the Bethany Church; it appeared to be from other towns, and not Greenland. Hampton has a major concern with water from Aquarion, which may possibly be impacted by Coakley. Greenland's efforts on the water line are totally independent of the EPA and are being done as a preventative measure rather than as a result of contamination.

P. Sanderson added they spoke briefly with the City of Portsmouth Attorney regarding the \$200,000 grant for the engineering. They asked to meet with the City Attorney regarding other alternatives for the study as requested by State officials. K. Anderson added that she received an email from the City Attorney's secretary to set a meeting date. P. Sanderson noted that the Town owns several parcels in the study area. He suggested that Underwood Engineering be provided with all available information for those parcels for any impact on the study alternatives.

2. Fire Department Roof Analysis Report

Tirey & Associates provided four options in their report (copy on file). C. Hussey noted that one of their concerns was that the Fire Station roof may not be salvageable. There were too many unknowns, and replacing the roof may be the best option. He recommended moving forward quickly for pricing. P. Hayden stated he had received pricing: \$60,000 to \$75,000. Stripping the existing roof off the building was a concern and major factor in the cost. The quote was based on the Butler Building stripping the roof down to the metal and adding a pitched roof with metal on top. Chair Morgan, referring to "Roofing Options" in the report, stated they didn't know how much rust was on the metal portion. P. Hayden responded there was no visible evidence of water inside the joists. C. Hussey added it was mainly the sheathing that was leaking. P. Hayden told the Board the roof will have to be stripped down to the metal, insulation removed, and add a metal framed roof on top of the existing metal joists.

P. Hayden recommended Option 1; C. Hussey suggested insulated metal panels on top of the roof with a new frame. The company P. Hayden dealt with received a copy of the report from Tirey & Associates. The estimate is based on a roofing kit by Butler Buildings. C. Hussey noted that the siding would need to be priced as well as windows and repairs recommended by the Building Inspector.

B. Krasko stated that after reading the report and discussion with the MRI representatives, there were quite a few problems with the base of the Fire Station building. He questioned if it was sufficient enough to warrant the roof replacement and invest that amount of money. P. Sanderson clarified that B. Krasko was asking if it was a "tear down". P. Sanderson added that there was no consideration for continuing to use the building as the Fire Station if a new station is proposed. It was further explained

that Public Works would move into the current station and the Fire Station would be located on the Maintenance Building site. P. Sanderson stated it was two phases: repairing the roof preserves the building long enough to develop an adaptive reuse; and the interior would be repaired as phase two.

Chief Cresta questioned if the bottom of the steel beams had been looked at on the door side of the station. C. Hussey responded they should be priced. K. Anderson will prepare an RFP for the roof only. Once the adaptive reuse of the building is decided, siding and windows will be considered. C. Hussey would like P. Hayden to have prices available for the next meeting.

P. Sanderson asked if any of the work should be done by encumbrance this year; K. Anderson responded the number was too big. P. Hayden suggested that Butler Buildings come down and look at the station. K. Anderson stated that too many verbal prices would cloud the RFP process. P. Sanderson stated that the more added to the project, the closer it gets to the \$100,000 bonding. If the Board decides not to bond it, 60% vote is still needed. The project needs to be under \$100,000 per year. P. Sanderson continued that as part of the budget process, residents need to be aware that the Board was trying to keep the project under \$100,000 while preserving a building to make available for reuse. K. Anderson added that the range of \$60,000 to \$75,000 allows the Board to determine a figure for a warrant article; January 10, 2018 is the deadline for warrant articles. P. Hayden added the price includes disposable of old materials.

The Board was in agreement that the priority should be preserving the roof using a retrofit system (Slope Build-Up System) as recommended by Tirey & Associates. K. Anderson will prepare the RFP and include it as a potential warrant article. She is in the process of creating the list of potential warrant articles discussed over the year and their impact.

3. Great Bay Drive West Update

The email from Phil MacDonald, Underwood Engineering, dated November 16, 2017, was briefly discussed. The updated Memorandum of Understanding has not been received. The resident has contacted Chair Morgan to express her concern that the road be constructed properly; he assured her the Board would be in agreement. Chair Morgan noted that the Board of Selectmen does not control their right to develop their property, which is done by the Planning Board.

P. Sanderson stated that the Town does not do Memorandums of Understanding with citizens, and it's illegal. If they have a proposal and there is a Zoning Ordinance that applies to them, the Board would be happy to meet with them depending on the proposal. The Town doesn't bind a future Board of Selectmen or Planning Board. K. Anderson explained that the resident had been asked to sign a temporary construction easement as well as a Memorandum of Understanding that the Town would continue to maintain that area. P. Sanderson responded that the Board was looking for a temporary construction easement; it would be on Town-owned property and maintained by the Town.

New plans were drawn; P. Hayden has copy of the information. Selectmen will receive a digital copy of the plans. It has gone out to bid with two alternatives for Great Bay Drive West: constructing it for 18' wide and built to Town specifications. The second option is for a shim and overlay.

Chair Morgan clarified, for future reference, that the Board of Selectmen could not do a Memorandum of Understanding with residents.

4. Request to Carry Over Vacation Days – Property Maintenance Supervisor

P. Hayden requested to carry over 11 additional days, to be used no later than April 01, 2018. Chair Morgan didn't have a problem with the request, stating that P. Hayden's time was dictated by the weather. K. Anderson noted that Selectmen may override the Personnel Policy.

MOTION: J. Rolston moved to approve the request by the Property Maintenance Supervisor to carry over 11 additional vacation days to April 01, 2018. Second – P. Sanderson; all in favor. MOTION CARRIED

5. Other Old Business

Parking Lot Striping: J. Rolston commented that more thought should have been given to how the parking lot was striped. He had been given a plan that would have allowed five to six more parking spaces and traffic flowing in one direction. There also would have been a buffer along the road way. He suggested looking at the plan if the parking lot had to be restriped at some point.

NHMA Meeting: J. Rolston recently attended the NHMA meeting. He participated in a workshop on Meeting with Other Entities Involved in Our Road Ways; the Town is spending a lot of money on roads. Example: If the City of Portsmouth was going to be digging up the road for water, the Town needed to know in advance. In the past, K. Anderson would contact surrounding towns when Greenland had road work scheduled for any plans they had in the same area.

Rear Exit Door: C. Hussey asked P. Hayden to clean up and paint the rear exit door this week while the weather was nice. The cost to replace the door could be \$15,000. K. Anderson added that it couldn't be replaced this year because it was a budget item that was denied.

Economic Revitalization: C. Hussey addressed redevelopment of the older commercial areas of Town under RSA 79-E. K. Anderson stated the program was adopted two years ago, and covers Ocean Road to the bridge. C. Hussey continued that another portion of the statute pertains to preserving historic homes and offers the same discount. Occasionally historic homes have been torn down in Greenland due to the expense of renovating; this may be an option. He felt a five year discount on property taxes may help preserve some of the historic homes. K. Anderson will draft an article for Board review; the barn credit was passed several years ago. P. Sanderson added that discretionary easements have been done in the past. He suggested reviewing the RSA 79-E discretionary items for what the Town could be doing. Houses aren't required to be on the National Register under RSA 79-E; the house would need to be historically significant locally.

Keno: Towns may now consider a warrant article for Keno in restaurants. K. Anderson will draft a warrant article for Keno. J. Rolston stated that the Truck Stop is not interested.

Sidewalk Paving: Chief Cresta voiced concern about the sidewalk paving into the Town Offices and Fire Station. His concern was liability if someone stepped off the sidewalk incorrectly. P. Hayden stated he was going to add loam.

Transfer Station Heaters: Chair Morgan acquiesced to C. Hussey and will wait to discuss the Transfer Station heaters until the bids have been received. C. Hussey stated that a new electrical panel is not needed, and that should lower the cost by \$1,500. P. Sanderson felt more discussion was needed and didn't think it was a good idea. J. Rolston added that the people at the Transfer Station weren't that concerned. Chair Morgan stated he was approached by a lot of people at the Transfer Station, and they

don't want/need heaters, and they're taxpayers. C. Hussey responded that the youngest employee at the Transfer Station is 61 years old working in some pretty tough environments at times. An air conditioning system was purchased for the Fire Station because it was tough for them during the summer and the upstairs of the Police Station was redone. The employees say they are going to "tough it out"; he felt it was unfair. P. Hayden stated there is a heated building where they can warm up. C. Hussey suggested that the Board work at the Transfer Station the first day it was under 20° and work the whole day. Chair Morgan stated that the vast majority of the workers felt it was a waste of money; only one wanted heaters. He worked at the Transfer Station for two years and is aware of conditions.

IV. NEW BUSINESS AND ADMINISTRATIVE

1. Review of Town Administrator's Bi-Weekly Report

There was no discussion of the Town Administrator's report.

2. Equalization Study

This is the annual report that is done by reviewing all the sales in Town, which includes the sale price and assessed value. The result is that the equalization rate dropped to 86.6%; on average properties are selling 13.5% higher than the assessed value. The co-efficient of dispersion, or COD, ensures that if it's 13.5% too low for small houses, it's the same for mid-range and large houses. It should be at 10; Greenland's is 8.82, which is within DRA parameters. The Town's revaluation is scheduled for 2018, and it should be back to normal. Once approved by the Board, it will go to DRA and the rate will be certified.

MOTION: J. Rolston moved to approve the 2017 Equalization Study and submit to the Department of Revenue. Second – C. Deorocki; all in favor. MOTION CARRIED

3. Veterans Credit

The resident at 53 Sleepy Hollow Drive qualifies for the Veterans Tax Credit based on years of service and residency.

MOTION: P. Sanderson moved to approve the Veterans Tax Credit for the resident at 53 Sleepy Hollow Drive in the amount of \$500. Second – C. Deorocki; all in favor. MOTION CARRIED

4. Abatements

Three abatements need Board approval. Approximately 12 more are expected that the Assessor is currently working on for Bramber Green. Some of the homes have a room over the garage that was categorized as a finished room; some were finished, some were not. The ranch style homes may or may not have a finished half story.

- A. This abatement is to correct the utility rate for Portland Natural Gas. Utilities do not pay the State Education Tax, which was inadvertently charged to them.

MOTION: C. Deorocki move to abate \$3,066 for Portsmouth Natural Gas, 0-5. Second – J. Rolston; all in favor. MOTION CARRIED

- B. A Veterans Credit was not applied for the second tax bill for Tax Map R14-10, although it was approved prior to April 01, 2017.

MOTION: C. Hussey moved to abate \$250 for Linda Ferwerda, Tax Map R14, 10. Second – J. Rolston; all in favor. MOTION CARRIED

- C. A condex on Post Road, R3-3A, had been drawn to include a storage area on the wrong side of the building. This was discovered at the time of the sale this year. The abatement is for this year only.

MOTION: J. Rolston moved to abate \$252 plus interest to Bruce Carver, Tax Map R3, 3A. Second – C. Deorocki. MOTION CARRIED

5. Thursday, December 14, 2017 Holiday Luncheon

The Annual Holiday Luncheon is scheduled for Thursday, December 14, 2017. The staff would like permission to close for one hour, from noon to 1:00 p.m. This is a potluck luncheon and the Selectmen are invited.

MOTION: P. Sanderson moved to approve the Holiday Luncheon on Thursday, December 14, 2017, and close the Town Office from noon to 1:00 p.m. Second – J. Rolston; all in favor. MOTION CARRIED

6. Monday, December 25, 2017 Meeting Date

Monday, December 25, 2017, is the second meeting in December. The suggested date is Tuesday, December 26, 2017; manifests and encumbrances will need to be approved. Encumbrances cannot be determined until closer to year end and must be done by December 31.

MOTION: J. Rolston moved to hold the Board of Selectmen meeting scheduled for Monday, December 25, 2017, on Tuesday, December 26, 2017. Second – C. Deorocki; all in favor. MOTION CARRIED

7. New Business

Credit Card: Chief Laurent has requested Town credit cards for purchases. Currently, personal credit cards are being used and reimbursement submitted. K. Anderson stated that she would not object if a strong policy was in place and there was one credit card only; several credit cards would be too difficult for internal control. The Town has credit accounts with Lowe's and Staples as well as a gas card. P. Sanderson recommended one card for the Town, held at the Town Office. K. Anderson added that receipts must be turned in immediately.

MOTION: C. Hussey moved to approve one credit card for Town use to be administered by the Town Administrator. Second – J. Rolston; all in favor. MOTION CARRIED

Budget Review: The first Budget Committee meeting will be Thursday, November 30, 2017. P. Sanderson felt the agenda may be too long, adding there are some important things to hear from various departments.

Warrant Articles: P. Sanderson suggested transferring money from the Ambulance Fund to offset the IT needs of the Fire Department; this must be done through a warrant article.

V. ACCOUNTS PAYABLE – THURSDAY, NOVEMBER 30, 2017

1. Payroll Manifest 24

MOTION: P. Sanderson moved to approve Payroll Manifest 24 in the amount of \$60,831.01. Second – J. Rolston; all in favor. MOTION CARRIED

2. Payroll Manifest 24A

MOTION: P. Sanderson moved to approve Payroll Manifest 24A in the amount of \$25,473.98. Second – C. Deorocki; all in favor. MOTION CARRIED

This manifest covers payback for unused leave, longevity pay and Selectmen's stipends.

3. General Fund Manifest 24

MOTION: C. Hussey moved to approve General Fund Manifest 24 in the amount of \$2,570,288.26 (School - \$1,650,000; County - \$781,054). Second – C. Deorocki; all in favor. MOTION CARRIED

VI. ADJOURNMENT

MOTION: C. Hussey moved to adjourn at 8:40 p.m. Second – J. Rolston; all in favor. MOTION CARRIED

NEXT MEETING

Monday, December 11, 2017 – 7:00 p.m., Town Hall Conference Room

Respectfully Submitted – Charlotte Hussey, Secretary to the Boards

Approved: Monday, December 11, 2017