

Budget Committee Meeting Minutes Tuesday, January 14th, 2020 at 6:30 p.m. Bristol Town Office

Committee Members Present: Terry Lowd (Chair), Richard Frances (Vice Chair), Alfred Ajami, Alex Beaudet, Sandee Brackett, Rob Davidson, Chuck Hanson, Paul Leeman III, Karl McLetchie, Patricia Porter

Committee Members Absent: Prescott Cheney, Paul DiMauro

Also present: Chad Hanna (Selectboard Chair), Kristine Poland (Selectboard), Christopher Hall (Town Administrator), Jessica Westhaver (Deputy Treasurer)

Organization/Non-Profit Members Present: David Poland (Bristol/South Bristol Transfer Station), Larry Sidelinger (LCTV), Nicholas Bryant (CLC Ambulance Service), Pamela Sperry & Jack Fitzpatrick (CLC Adult Education), Michael Hope & Kathleen Cheska (Eldercare Network), Sandra Guibard (Healthy Kids), Joan LeMole (New Hope for Women), Gerard Queally (Spectrum Generations)

Members of the Public: Candy Congdon (Lincoln County News), Phil Congdon

Voting Capacity for the meeting – 10 voting members, reduced to 9 members at 8pm

The meeting was called to order at 7:03 p.m. by Terry Lowd followed by the pledge of allegiance.

Prior to the commencement of the Budget Committee meeting, the board was able to take part in the Bristol Consolidated School Board meeting in order to ask questions regarding their proposed budget.

Housekeeping -

• Minutes from the December 11th, 2019 meeting were approved. All in favor.

New Business - Meeting with Local Organizations and Non-Profit Provider Agencies

- Bristol South Bristol Transfer Station David Poland, Manager:
 - Mr. Poland presented the proposed budget for the Transfer Station with no increase to Bristol for 2020, remaining at a request of \$240,690. Poland shared changes being made for 2020 are as follows:
 - O Bulk waste disposal for 2019 was over budget by \$15k due to increased disposal. To combat this over expenditure, bulk waste fees will be raised by \$0.02/lb., bringing the cost to \$0.08/lb. The fee has remained at \$0.06lb for many years and Poland has not wanted to increase it. The \$0.02/lb. increase will be in line with other facilities, which charge \$0.09/lb.

- The Waste Management contract & Shipping contract expire in 2020. The new Waste Management contract increased by \$10.00/ton and will continue to increase for the next 5 years by 3% annually (a \$32K increase for 2020). The decision to raise the bulk waste fee was in reaction to this increase to avoid raising the assessments to Towns.
- Poland is in the beginning stages of developing a 5-year plan for capital improvements. An outside review may be requested to best prioritize items that need addressing and in which order. Items in this plan will be:
 - Purchasing a new scale
 - New hot top
 - Building Maintenance
- Ouestions from the committee:
 - Hanson Questioned the 2019 Budget for Capital Reserve Appropriations of \$10K, noting that their P&L showed this balance as depleted. Poland explained their current backhoe was near its end of life and a rare opportunity to purchase a used backhoe became available and the funds from Capital Reserve were used for this purchase. Reserve accounts have not been in place for more than a few years, so balances were low.
 - Davidson Questioned if there was a plan to maintain buildings. Poland stated amounts to would be discussed in the 5-year plan for future Capital Reserves expenditures.
 - Hall (Administrator) asked about the \$605 balance left from South Bristol. Poland explained it was discussed at the South Bristol's Selectmen's meeting and it was determined a clerical error and will be paid in the 2020 calendar year.
- A motion was made by Ajami to approve the amount designated for the Transfer Station of \$240,690.00, Hanson Seconded; all in favor. VOTE: Budget Committee Recommends (10-0).

Lincoln County Television – Larry Sidelinger, President of the Board of Directors & Interim Executive Director:

Sidelinger explained he is the interim Executive Director for only the past 5 weeks due to the unplanned departure of the previous Executive Director due to leadership issues. He became President in August of 2019. He reminded the board they are a public access television which has been broadcasting since 1980, available on channel 7 on Tidewater, and channel 1301 on Spectrum, and available at www.LCTV.org. They are requesting \$9,753 for 2020, which is the same amount from 2019.

- Sidelinger explained issues with the previous Executive Director leading up to the departure as:
 - The Station had been re-publicized as Lobster Coast Television. It has now reverted to Lincoln County Television, which is has been known as for 40 years.
 - Unauthorized expenditures.
- LCTV has installed equipment in Bristol Consolidated School and communicated to the School Committee equipment that is still needed.
- They plan to be more transparent with the Towns they partner with for funding. They wish to start holding a monthly broadcast meeting with Town Officials.
- They would like to strengthen their fund-raising efforts to match the contributions from the Town in order to upgrade outdated equipment.

- O Sidelinger explained while there is no increase for their request for 2020, it is very likely they will raise their request for 2021.
- They will start looking for more sponsorships for future projects. They currently operate with many volunteer positions.
- O Questions from the committee:
 - Hanson Questioned if they broadcast to Towns who do not contribute funding to LCTV? Sidelinger stated he does not believe so at this time.
 - Ajami Questioned what efforts were being used to attract matching funds and/or obtain grant funding? Sidelinger explained he has spoken with a consultant who professionally helps organizations apply for grants and they hope to use his expertise to explore how they can participate within schools for educational activities where they could apply for grant funding. He also researching what other grant funding options are available.
 - Beaudet Questioned the methodology behind the amount requested of the Towns? Sidelinger stated he was not prepared to answer this question as he was not sure of the answer. The plan for the current budget request was to request the same amount as 2019. Leeman reminded the board there was a request from the floor of Town Meeting about 5 years ago to raise funding to LCTV from the amount requested. To his knowledge, this is how LCTV has established the amount of their current request. Hall also clarified for the board that LCTV is the only organization that is not funded through taxation. The Town receives revenue from franchise fees from Spectrum each year, of which LCTV is funded from this revenue. Setup under the Maine Legislation in the 1980's a franchise system was established. The Town of Bristol receives approximately \$24K/year in franchise fees and under this legislative act and the Town's franchise agreement with Spectrum, that the fees be used for public communication. LCTV has been the primary recipient of these funds and the balance has gone towards the Town's expenses for IT expenses such as the website and other IT functions.
- A motion was made by Ajami to approve the amount designated for the LCTV of \$9,753, Hanson Seconded; all in favor. VOTE: Budget Committee Recommends (10-0).

• Central Lincoln County Ambulance Service – Nicholas Bryant, Service Chief:

Mr. Bryant presented the proposed budget for CLC Ambulance with an increase to Bristol for 2020 of \$37,612.50 (\$39k from 2019), making a final request of \$76,612.50. As he understands, the request from the Ambulance service will only increase the tax mill rate by \$0.04 per \$1,000.00. This is Bryant's first year as Service Chief; however, he has been a part of the organization for many years. Bryant explained how requests to Towns are formulated. This formula has been used for the last 2 years: 50% based on tax valuation and 50% on call volume. They are open to reviewing this methodology, however he noted it is very difficult to form an equation that pleases the 6 governing Towns. Their budget meetings take place in November and conversations for review of this process will take place for 2021.

- o Bryant explained why requests to Towns have seen a 2-3 year increase:
 - 2019's budget allowed the service to barely break even
 - 2020's budget is designed to allow for a small amount of cash building
 - 2021's budget increase should not be as large
 - To rebuild operating budget

- Building Repairs & Maintenance (They were over expended in 2019)
- Ambulance Replacement and Repairs (Aging fleet of ambulances)
- Place funds into capital reserve for future expenditures
- Competitive market for staffing with a shrinking available workforce.
 Many other local services gave substantial \$4 to \$5 an hour wage increase.
- BLS (Basic Life Support) Transfer numbers are down (often between Miles Hospital and Cove's Edge) due to billing and EMS rules. (2015 they had 941 BLS transfer calls and in 2019 only 81 BLS transfer calls, which they estimate a \$250-\$300k loss (based on if all patients were Medicare and billed as such)

Questions from the committee:

- Hanson Questioned projected donations of \$50k on budget. Why is this not set aside into a reserve account and kept away from the operational account? Bryant stated this is projected revenue based on a solicitation letter sent out in November. Bryant stated later they hope to raise up to \$400k from this project. He also stated there is a separate capital reserve account setup for these donations. Additionally, they also place any net income into capital reserve planned for building maintenance and ambulance replacement. Hanson was concerned what type of protections were placed on the capital reserve account as this is where issues arose a few years ago placing CLC Ambulance into an unfavorable financial position. Bryant explained this was the purpose of opening the separate account and placing the funds into an account that is not tied into the operational account. These separate accounts are also setup to try and achieve a financial gain through interest bearing accounts on the revenues received.
- Ajami Stated he believed it was inappropriate to solicit funds from Towns based on a tax valuation basis and not on a utilization rate or delinquency rates. For example, Damariscotta has the highest outstanding balance on unpaid collections, yet the request to their town is substantially a lower percentage than Bristol because of the tax valuation method. Bryant reminded the committee that CLC Ambulance is a 501(c)3 and not a municipal entity. Due to the way they are managed, each Town is 1/6th of the organization, which has 1/6 of the governing authorization. If the organization were to dissolve, Bristol would receive 1/6 of the proceeds. Ultimately, the budget that is presented to each Town is approved by representatives sent by the Town to do so. Approximately 3-4 years ago their methodology was 100% based on tax valuation of each Town. Most municipal entities (county sheriff services, other county level services) are billed to Towns entirely based on tax valuation. CLC Ambulance is now restructured on the 50/50 method as previously stated. Using the tax valuation is not an uncommon formula to split requests between towns. Later in the conversation, Bryant also clarified that if a Bristol Resident were to fall at Hannaford or is picked up in Damariscotta, that is quantified as a Damariscotta call. If a balance shows in their billing as outstanding, it is categorized in the Town where the call occurred and not where the resident lives.
- Francis Questioned how many of their calls for Damariscotta are calls from Miles Hospital? Bryant explained none of their calls are from Miles Hospital. They do respond to emergency calls (not transfers) from

- Schooner Cove or Chase Point, but he has no way to pulls those out. They do respond to emergency calls that happen in the parking lots of these facilities because the land technically happens be in Damariscotta.
- Hanson Questioned how calls such as "No Transport", "Canceled" or "No Patient Presented" impacted revenue and if the ambulance service received compensation for these calls. Bristol appears with a high number of calls in this category. Bryant explained there are many reasons these happen. CLC Ambulance is automatically dispatched for certain calls in the event someone is injured (they are required by statute to respond). These calls are unbillable.
 - Vehicle accident where the individual(s) state they are fine and refused to be assessed.
 - Medical bracelet individual who activates their button accidentally.
 - There is no patient present at the call.
 - No transport could be a medical where they respond, and the individual is able to be taken care of at the location and in no need of hospitalization.
 - Bristol also has a First Responder Service which often arrives at the call prior to CLC Ambulance. They are able to report that no one is hurt and CLC Ambulance is called off halfway to the call.
- Hanson Questioned the billing system and if they are affected by billing with Medicare patients (amount billed countered by what Medicare's billable rate is for specific services)? Bryant explained this is where their adjustments column in the budget comes from. They are required to only accept Medicare rates for Medicare patients. Hanson then asked for how billing is handled for patients who have no insurance. Bryant explained if an individual were to contact them to establish a payment plan, they will lower their bill to the Medicare rate and establish a plan with the individual.
- McLetchie Questioned the \$80k set aside for capital reserve and how much a new ambulance would cost? Bryant stated a new ambulance without equipment would cost approximately \$200k. In November 2019 they started a capital campaign to raise funds for an ambulance purchase and have already raised \$60k. However, they have two diesel motors that have incurred substantial repair costs and they are hoping to replace those first in order to keep repair/maintenance costs down. They had luck with grant writing which funded new intubation equipment. They also sold an ambulance for \$23k in 2019, which brought their fleet down to 4 ambulances. Since BLS transfers dropped off, this was an extra vehicle no longer needed. The sale of this item will lower repair costs.
- Ajami Questioned if they are able to lease ambulances and if CLC Ambulance plans to do so? Bryant stated they plan to do so with the currently low rates available.
- McLetchie Questioned if the goal of the capital campaign is to replace ambulances at \$200k a piece. Bryant stated yes. Currently there are two ambulances that are overdue for replacement and one which will need to be replaced soon. He stated that ambulances should be replaced every 2 to 3 years. The capital campaign is also built to help them become more selfsustaining.

- Hanson: pointed out that a call to Pemaquid Point has a much longer run time than a call to a location in Damariscotta. Ajami agreed calls should have run time in the equation.
- Porter Noted that Damariscotta has many tax-exempt properties (hospital, schools, etc.). Bryant did state there are many tax-exempt properties in Damariscotta, however, this increases their mill rate which means the residents pay a high percentage of their dollar towards the Ambulance service.
- Beaudet Re-stated a comment that Bryant made regarding being confident for the future in reimbursements. Bryant noted that MaineCare reimbursement is very poor, and some towns have a higher percent of MaineCare patients. MaineCare, in 2019, only reimbursed 65% of the billed cost while the Medicare rate was 80%. As of January 1st, 2020, MaineCare will now match the Medicare rate. This should be a large improvement.
- A motion was made by Francis to approve the amount designated for the CLC Ambulance Service of \$76,612.50, Leeman Seconded; all in favor. VOTE: Budget Committee Recommends (10-0).
- Central Lincoln County Adult & Community Education Pamela Sperry, Educational Director, and Jack Fitzpatrick, Chair of the Adult Ed Advisory Committee:

Ms. Sperry & Mr. Fitzpatrick presented the proposed budget for CLC Adult Education with no increase to Bristol for 2020, remaining at a request of \$10,371.18.

- o Sperry shared information from the 2019 and new offerings for 2020 as follows:
 - The HiSET program (Highschool Equivalency Test, formally known as GED) remains a popular program. 2019 had 16 students of which 10 graduated. 2 students were from Bristol. Had these students stayed in school, the average tuition cost for a student for 1 year would be approximately \$23,518.14. A year of tuition through Adult Ed is an approximation of roughly \$3,000. Adult Ed started offering their first HiSET program during the summer months in 2019. The State of Maine only administers the HiSET. It is a more difficult test than the GED, which is why Maine made the change.
 - Currently there are only 10 students enrolled in HiSET program for 2020.
 Enrollment does fluctuate making it hard to determine revenue.
 - The past 2 years saw 137 Bristol Residents enroll in Community Enrichment programs.
 - There is now a substitute teacher course preparing adults who wish to engage in schools in this manner. The first person to register for this course was a Bristol resident.
 - 2019 saw an expanded course offering in medical classes. They partnered with Academy of Medical Professionals and now have some online classes. Any student enrolled in one of their certificate programs generates a kickback to Adult Ed of \$250 per student.
 - They have now partnered with National Digital Equity Center of Maine to offer basic IT courses.
 - They have partnered with Wawenock Golf Course to start offering golf courses.
 - They will be partnering with the Carpenter's Boat Shop.

- O Adult Ed is in the final year of receiving State and Federal Grants and they are currently unsure of how much, if any, they will receive in the next cycle. They are hopeful for these grants; however, January is very early in the budget cycle, and Sperry knows other Towns are using the amounts received in 2019 as place holders for the current budget season.
- Ouestions from the committee:
 - Francis Questioned Sperry on what formula is used to calculate requests to the Town? Once the 2020 census results are available will they be able to look at the methodology in a different way? Fitzpatrick stated the formula is largely based on the populations of each Town. They follow the AOS formula.
- A motion was made by Ajami to approve the amount designated for the CLC Adult & Community Education of \$10,371.18, Francis Seconded; all in favor. VOTE: Budget Committee Recommends (10-0).

• ElderCare Network of Lincoln County – Michael Hope, Board Member, and Kathleen Cheska, Director of Operations:

Mr. Hope & Ms. Cheska presented the proposed budget for Eldercare with no increase to Bristol for 2020, remaining at a request of \$7,500.

- ElderCare Network serves elderly residents (not necessarily low income) in Lincoln County and has been doing so for 20 years. They have 7 village homes, including Round Pond Green in Bristol. A major transition for the organization in the past 20 years is the increased competition from private care facilities. Original funding was based on the fact there would be enough private care patients at \$195 per day per resident to offset the lower revenue received from MaineCare patients which contribute at a lower rate of \$100 per day per resident.
- o It costs Eldercare Network approximately \$125 per day per resident. This makes it very easy for the organization to fall into the red. They need to raise approximately \$250k-\$300k each year to stay open.
- There is a shortage in the workforce for CNA's and qualified workers for this type of care. There is a low rate of pay for very demanding jobs. Many other institutions pay considerably more than ElderCare.
- In 2019 Round Pond Green invested at least \$75k in repairs, which does not
 include the expenses used to convert an apartment and kitchen renovations which
 can encourage couples to come to the facility.
- EdlerCare Network is the only assisted living organization in Lincoln County that accepts MaineCare. They do not receive many referrals for private pay residents due to the competition of other facilities, until their funds are exhausted, at which point ElderCare then receives the referral through MaineCare. Cheska clarified for the Board that MaineCare in nursing homes does not always mean low income. It means individuals who cannot afford upwards of \$70k a year for private care for the rest of their life are on MaineCare for their housing needs.
- ElderCare Network works hard to keep residents in their community. However, it
 is not just Bristol residents at Round Pond Green and the same goes for their other
 facilities. However, most of the employees for Round Pond Green are from Bristol.
- Ouestions from the committee:
 - Hanson Questioned if rooms at certain facilities which are on second floors are still harder to fill. Cheska confirmed that Edgecomb Green and Hodgdon Green are the only two facilities that have elevators, the other facilities only have stairs to second floor units.

- Hanson Questioned on the paperwork provided, there were Towns listed without request amounts and why they don't contribute? Cheska explained that all Towns have different requests procedures and deadlines. As of January, many of those Towns are not in their budget cycle. The Towns which are listed are the only ones to have committed at this time. This does not mean the other Towns are not contributing.
- A motion was made by Hanson to approve the amount designated for the Eldercare Network of Lincoln County of \$7,500, Ajami Seconded; Leeman abstained; all in favor. VOTE: Budget Committee Recommends (9-0-1).

Healthy Kids – Sandra Guibord, Board Member:

Mrs. Guibord was welcomed by the committee to discuss the 2020 budget for Healthy Kids. The proposed budget presented has no increase to Bristol for the 2020 year, remaining at a request of \$1,200.

- O Guibord explained that Healthy Kids is an organization that supports, encourages and promotes healthy development for children. Services are provided to parents in many ways, as well as assist schools. Guibord reiterated the board had sent a list of questions to the organization, of which the organization provided answers. (Separate attachment).
- O Questions from the committee:
 - Hanson Stated it appears the requests are uniform across the board to the Towns. He questioned the amount or support received from the United Way? Guibord stated they received \$43k in 2019. She believes United Way has a 2-year rotation. They also receive Federal funds from the Maine Children's Trust which are through Maine DHHS. She was unsure of the amount. Many of the funds the organization receives are earmarked for specific services and types of programs.
 - Francis Questioned if the costs of services is \$75/hour. Should the organization be asking for more funding from the Towns, and if so, how would they use it? Guibord stated the organization would put more efforts into outreach to the communities. An example would be trying to be more present at schools at night when parent teacher conferences are in session and using this time to speak with parents who could benefit from their services. They may also try to host community suppers where they would have board games and family-oriented activities to encourage family togetherness.
 - Brackett Made a statement that while the request is for \$1,200, she believes there could be a motion from the floor at Town Meeting to raise the funds given to the organization.
- A motion was made by Porter to approve the amount designated for Healthy Kids of \$1,200, Beaudet Seconded; all in favor. VOTE: Budget Committee Recommends (10-0).
- (Note: An amended motion was made by the board to raise the request to Healthy Kids by \$1,200, making the final request \$2,400. A motion was made by Beaudet to approve the amount raised for Healthy Kids of \$1,200 making a total request of \$2,400; McLetchie Seconded; all in favor. VOTE: Budget Committee Recommends (9-0) This was after Davidson left the remainder of the meeting.)

At this time in the meeting Rob Davidson excused himself from the building for the remainder of the night. This will change the voting capacity for the remaining organizations to 9 voting members.

• New Hope for Women – Joan LeMole, Development Director:

Ms. LeMole presented the proposed budget with no increase to Bristol for 2020r, remaining at a request of \$1,045.

Note: In 2019, the organization requested the amount of \$1,045, however, it was recommended by the Budget Committee to raise their request to \$2,000. This motion was approved at Town Meeting. With petitioning policies, the organization did not petition for the raised amount in 2020 and was unable to request \$2,000, therefore remaining at their previous years request.

- LeMole shared with the committee that New Hope is the only domestic violence resource center in Lincoln County, and has serviced Bristol since their founding in 1981. They are available 24 hours a day to anyone who needs their service. The organization does not charge their clients for their service.
- o In 2019 they provided 5,193 hours of direct service to 1,325 clients, of which 204 clients were from Lincoln County. In 2019, 9 clients in Bristol received service with 11 hours of direct service. The 2017/2018 school year provided 32 Bristol students with training and 172 students at Lincoln Academy.
- Services offered include but are not limited to; legal services, 2 transitional homes for up to 2 years of residency, 2 safe homes, support groups and groups at Two Bridges Jail.

• Questions from the committee:

- o Brackett From the comments of Francis and Beaudet, who believe the organization should request more funding from the Towns, she stated to increase their request to \$2,000, as they did for the 2019 year.
- Beaudet Questioned if there is a formula used. LeMole stated there is a formula she inherited and has since spoke with her boss that they should sit down and review this methodology.
- o Francis Presented the opinion, while not specific to New Hope, that he felt the petition process seemed unnecessary for organizations that the Town trusts for small increases. Hanson stated that once you make an exception like this, what process do you put in place? Beaudet suggested organizations request what they believe is appropriate and it is then the Budget Committee's responsibility to review the request and give their opinion and vote for or against.
- o At this point Lowd encouraged the committee to move forward.
- A motion was made by Francis to approve the request from New Hope for Women for \$1,045 and raise it by \$955, for a total request of \$2,000; Beaudet Seconded; all in favor. VOTE: Budget Committee Recommends (9-0).

• Spectrum Generations – Gerard Queally, Chief Executive Officer:

Mr. Queally presented the proposed budget with no increase to Bristol for 2020, remaining at a request of \$7,000.

- Queally recapped for the committee the services available through the organization.
 - Meals on Wheels, Care Coordination Case Management, Social Dining at CLC YMCA, Health & Wellness Prevention Programs.

- 9 Bristol Residents volunteer for the organization.
- Questions from the committee:
 - Hanson Questioned if there was a separate budget for the Damariscotta Office? Queally stated the more appropriate question would be "What is the budget for Lincoln County" as the Damariscotta Office is the hub for Lincoln County. Hanson clarified his question in stating there are 7 locations for Spectrum Generations through the State of Maine. Are the funds raised from the Lincoln County Towns kept in Lincoln County, or is it a part of the overall revenue for Spectrum Generations as a whole? Queally stated the revenue is not tracked in this manner. The overall funds received go to fund each county's budget. He did confirm that 90% on the dollar goes to services.
 - Porter Questioned how the organization plans to make up the shortfall? Queally stated that the numbers are shown based on a P&L which includes depreciation or non-cash items. Some programs are required to break even. He also spoke to the economy with raising minimum wage, however, the state is not increasing its rate of reimbursement, leaving with a very tight margin of excess. Typically, non-profits operate with only a 2-3% margin and right now they are operating in a negative margin. The alternative is to stop serving clients by laying off personal support staff, which they chose to wait. There was a Direct Care Commission that started working with the State and DHHS to address the wage issue. They are willing to take the risk while these measures are resolved. He also explained the lack of staffing available for these services. Staff only receives \$12-\$13 and hour starting wage and reimbursement rates are below these wages. He is confident this will be adjusted.
- O A motion was made by Hanson to approve the amount designated for Spectrum Generations for \$7,000, Ajami Seconded; all in favor. VOTE: Budget Committee Recommends (9-0).
- The board now adjusted their efforts to approve the organizations who satisfied the committees questions through written response and were not requested to be present for tonight's meeting.
 - A motion was made by Hanson to approve the amount designated for Bristol Area Library for \$14,500; Leeman Seconded; all in favor. VOTE: Budget Committee Recommends (9-0).
 - A motion was made by Beaudet to approve the amount designated for Coastal Rivers Conservation Trust for \$1,500; Francis Seconded; all in favor. VOTE: Budget Committee Recommends (9-0).
 - A motion was made by Hanson to approve the amount designated for the LifeFlight of Maine for \$1,500; Porter Seconded; all in favor. VOTE: Budget Committee Recommends (9-0).

Meeting adjourned at 8:30pm. The committee will next meet on February 10th and February 11th to discuss the Fire Department, Parks and Recreation, and Town budgets.

Respectfully submitted, Jessica Westhaver Staff Liaison