

From: Planning Board  
P.O. Box 68  
Town of Goshen, NH  
E: [PlanningBoard@goshennh.org](mailto:PlanningBoard@goshennh.org)

To: The Goshen Board of Selectmen  
P.O. Box 68  
Goshen, NH 03752  
E: [Selectmen@goshennh.org](mailto:Selectmen@goshennh.org)

Date: 21 April 2022

RE: Letter for suggested policies and follow up suggestions to the Capital Improvement Plan

---

Dear Goshen Board of Selectmen:

During the development of the Capital Improvement Plan (CIP) the Planning Board, Budget Committee, and Board of Selectmen developed or discussed policy and action suggestions that do not fall under the purview of the Capital Improvement Plan. The Select Board noted their concern that policy suggestion or other non-project-based subjects should not be part of the CIP as per RSA. The Planning Board proactively connected with the New Hampshire Municipal Association (NHMA), and they too agreed that issues not specifically related to capital projects should not be discussed in the CIP. The guidance from the NHMA received on March 7, 2022 and the concern voiced by Select Board member Steve Smith received on March 16, 2022 can be found in the minutes of the Planning Board for their March 17, 2022 meeting.

At their February 28, 2022 meeting, ahead of the NHMA's opinion, the Select Board requested that these suggestions be broken out of CIP and entered in a letter to be given to the Board of Selectmen for their consideration. Those items are below:

*Policy Suggestion: Timeline for budgets, warrants, and communication between Boards/Committees for planning*

The Board is actively encouraging departments and committees to utilize the CIP for the resource that it is and to begin submitting timely requests and plans for their capital projects/expenses. It would be prudent that the Town and departments/committees begin working with the Budget Committee before and during each budget season and ongoing throughout the year, to plan for expenses and to implement the plans in a timely manner. Continued communication between boards and committees is essential to achieving working and obtainable goals. Committees and departments that are not timely and prepared in their planning, including warrant articles and bond requests, put the economic health of the Town and its residents at risk. This Board has considered submitting a warrant article requiring committees and boards to complete their planning; more research into this option is underway. The Board recommends that the Board of Selectmen develop and implement a policy that lays out a schedule of when budgets and warrant articles should be submitted. And requires department, board, and committee heads to meet with the Budget Committee and Select Board at respective meetings to review and discuss budget needs. The meetings should be used to determine at a minimum operating costs as well as items for bonding, capital reserve, and immediate purchase. The Budget Committee and Select Board should jointly decide a policy regarding when budgets, requests, and warrant articles should be submitted.

*Policy Suggestion: Purchasing, bid, and preferred vendor policies*

Other tools that the Board encourages the Town to consider would be purchasing, bid, and preferred vendor policies. It is well known that these policies provide leverage and guidance to those tasked with sourcing and procurement. These formal policies are often required when applying for funding and can be advantageous for competitive pricing. The Board is aware that the Chair of the Select Board, Dianne Craig began this process in 2021 and it is now being revisited in 2022.

*Policy Suggestions: Alternative funding sources, local resources, research and studies for current project needs*

The Budget Committee worked with the Planning Board in the development of [the 2022] Capital Improvement Plan. The recommendations and comments from the Budget Committee largely echo and support the concerns and plans of the Planning Board. Including:

The Budget Committee strongly supports utilizing alternative funding resources such as grants, long-term bonds, and tapping town talent (e.g., grant writers, bridge and road construction/engineers, etc.) to accomplish larger and more

expensive projects and purchases. The Budget Committee also recommends using other local resources when possible, including the Upper Valley Lake Sunapee Regional Planning Commission, the Local Government Center, and so forth.

In agreement with the Planning Board's findings, the Budget Committee feels that research into the renovation or replacement of the fire department building and providing support to updating equipment and vehicles is needed. This project may be of significant importance should the expansion at Mt. Sunapee ski area occur or if there is significant home development in Goshen. The Budget Committee recommends that research begin with looking at other safety buildings/complexes in the area. They also feel that depending on vehicle needs a larger building maybe required which may result in a need to identify a new town-centered location. The Budget Committee and Planning Board both recognize that significant grant money may be available for this project and the town should expend every effort to research funding options.

The Budget Committee recommends revisiting the budget for Lear Hill Road. Since the budget was submitted, summer storms (2021) caused increased erosion and damage. They feel that \$90,000 may not be enough to increase drainage ditch depth. And that removal of boulders and shimming will be a short-term repair, not a fix; and that taxpayers could end up paying more in the long run for repeated repairs versus an upfront and planned solution. Before contracting out for engineering services, the town should consider all available resources to estimate the scope of the project and its costs. The Committee also recommends looking into college cooperative and internship programs that may offer reduced pricing for initial research.

*Policy Suggestion: Budget management for salary and labor needs*

The Budget Committee, in agreement with the Planning Board would like to see policies to manage budget growth in the areas of salaries and labor needs. While salary and labor needs fall outside of the scope of the CIP, those policies will help inform bottom line values in the budget process and allow for more accurate budgeting of reserve and bonding funds. It is recognized that policies would be the responsibility of the Select Board or department heads.

*Policy Suggestion: Additional administrative resources for Town Planner/Administrator*

The Budget Committee agrees with the Planning Board that grant funds are available and Goshen could significantly benefit from them. However, there are limited resources at the town, boards, and committees level to pursue such funds regularly and effectively. The Budget Committee and Planning Board recognize that additional help may be needed at the town level to help pursue these goals, especially funding goals, and encourages the town to research the use of a Town Administrator<sup>1</sup>. A Town Administrator would provide institutional memory and continuity through the various boards and committees membership changes. The Budget Committee and Planning Board recommend creating a position such as Town Administrator or Town Planner to help offset the increase in effort to meet the goals described above. The cost of such a position could be offset by including performance metrics for identifying and applying for grants into the position description. Additional research into this position would be needed and is encouraged.

Respectfully submitted:

---

Alicea Burse  
Planning Board, Chair

---

George Hebert  
Planning Board, Vice Chair

---

Kayla Frink  
Planning Board, Member

---

Stephen Burse  
Planning Board, Member

---

Derek Tremblay  
Ex-officio to Board of Selectmen

---

<sup>1</sup> Hallquist, Kimberly (2006) "[Town Managers vs. Town Administrators: What's the Difference?](#)", in Town and Country Magazine by New Hampshire Municipal Association.