

HUDSON, NH BOARD OF SELECTMEN  
Minutes of the September 1, 2015 Meeting

1. CALL TO ORDER - by Chairman Maddox the meeting of September 1, 2015 at 7:00 p.m. in the Selectmen's Meeting Room at Town Hall.

2. PLEDGE OF ALLEGIANCE - led by Selectman Coutu.

3. ATTENDANCE

Board of Selectmen: Rick Maddox, Roger Coutu, Pat Nichols, Marilyn McGrath, Ted Luszey

Staff/Others: Steve Malizia, Town Administrator; Kevin Burns, Road Agent; John Cashell, Planner; Kathy Carpentier, Finance Director

4. PUBLIC INPUT

5. DISCUSSION ITEMS

A) Health Care Committee Presentation

Chairman recognized Town Administrator Steve Malizia.

**\*\*meeting started at this point on the DVD\*\***

Steve Malizia - their contracts that's discussed forming a Joint Labor Management Healthcare Committee to study healthcare, healthcare costs, and healthcare options. Back in March the committee was formed and we've been meeting to educate members of the committee, and to look at options, and to discuss some of the upcoming Affordable Care Act provisions that will affect the town. The committee asked to come onto the September workshop agenda to discuss with the Board where we're at and where we look like we may be going. With that, I'd like to introduce the Chairman of the Committee which is Ms. Carpentier or Finance Director and the Vice-Chairman John Beike from the Supervisor's Association. We've done a modest presentation for the Board.

Good evening and thank you for hearing us. Kathy Carpentier noted I'm speaking on behalf of the committee. We did this presentation together in one of our meetings. Some of what I'm going to quickly go over, the Town Administrator just mentioned but we kind of wanted to answer the who, what, where, when, why and figure out if we're on the right path. So that's what brings us here tonight. On page, the purpose. This is the contract language as Steve said is in all of our contracts. For the viewing public, I'm going to read it.

"The parties recognize that increasing health insurance premium costs is adversely affecting both the town and the employees. In the event the town or the union determines there is a need to consider other providers, cost reducing alternatives and/or cover options, the town and the union will convene a Joint Labor Management Committee (JLMC) to explore and assess any such options. The JLMC shall consist of two members from each bargaining unit, two members of the exempt staff, as well as the Town Administrator and the Finance Director. The JLMC shall not bind the bargaining unit and shall not obligate the parties to reopen the collective bargaining agreement midterm."

Ms. Carpentier indicated this was successfully included in all current union and association contracts. The next page lists out exactly what that language said, who the members are: Steve and I for Administration, Fire Chief and Police Chief from the exempt staff, John Beike and Jennifer Riel from Supervisors Association, Matt Keller and Thomas Scotti from the Police Association, Marty Collin and Jim Paquette from Fire Local, Derek Desrosiers and Jeremy Faulkner from Highway, Kathy Wilson and Julie Kennedy from Support staff. There were a few members that couldn't come but when they couldn't come they would delegate an alternative so that the information was getting back to the people.

At our first meeting in March, Kathy Carpentier said Steve and I asked the groups what members they wanted to have. Those are the two delegates that were asked to be part of the committee. We set up some committee goals. So we decided to let's review what we have. So we reviewed the HealthTrust plans that we currently have. We have very diverse groups. Some take the health insurance from the town. Some don't. Some have outside insurance so they're able to bring some different flavors to the table. We wanted to educate ourselves on the Affordable Care Act. We wanted to evaluate some other options of current healthcare systems. So we had a couple vendors come in. Then we wanted to do internal and external communication and that brings us here tonight to first educate you a little bit on what we were doing and what we plan on doing and go forward.

The next page is the committee's objective. Ms. Carpentier indicated it was to develop a comprehensive plan to meet the expectations of the Affordable Care Act. We're looking for your feedback in hopes of continuing our education and communication process after we get down to some meats. As Steve said, we first formed in March. We've been meeting for the last 6 months one or two times a month and had vendors in, talked about different items. We are waiting for one proposal just to have a comparison not bidding or anything like that. We're here before you today. We start negotiating three different units in the September timeframe - the Supervisors, the Support, and Fire which represent a little over 80 of the employees. We're at a stand where we'd like to get some of the employees together

whether it's a mandatory meeting, or voluntary, or on time off time. We haven't decided that but if we're heading down the right path, that's where we're going to go next. With the hopes of maybe trying to affect change this open enrollment. Open enrollment starts in December and its effective January 1<sup>st</sup>. That would be our first opportunity to change. July 1<sup>st</sup> would be our second opportunity to change and January 1<sup>st</sup> of the next calendar would be our opportunity to change. It's an aggressive plan but the committee thought that we could make change in December if the Board and committee were on board. The education took place and we could come to agreements on some of the details.

Some of the facts on the next page. Kathy Carpentier indicated there are about 170 employees who are eligible for town health insurance and 29 retirees. When you retire, it's at a 100 percent cost of the retirees but they are still part of our pool so any time we're rated on our health insurance premiums, the retirees are part of the pool. We currently have 112 employees who take the health insurance at a cost of about \$2.6 million for all healthcare costs. The healthcare costs include health insurance, dental insurance, life insurance, short-term disability, and long-term disability. I'm going to take the opportunity to answer a question that I was asked by Selectman Coutu. Out of the \$2.6 million, \$903,000 were for opt out payments for employees. It's approximately 60 employees take the full boat of benefits but some had stepped down and were grandfathered in the prior contracts. So we're paying out about 90 different people to the tune of about \$17,000 a week. You can let me know if that didn't fully answer your question. If we had a current run rate and nobody changed insurance which doesn't happen. It's a very fluid plan. It's about \$884,000 a year which would be trending down because of some of the initiatives that we put into the contract. We have about 13 employees who have now been hired after 7/1/14 who are now taking the lower flex that was written into the contracts.

Kathy Carpentier said the next page was taken out of a presentation. I've been to many presentations as some of the committee has for excise tax. This is kind of a snapshot. There's a lot of questions based on the information on this slide that have yet to be answered. I keep asking lawyers and healthcare officials but some of it hasn't been defined by the IRS. This is a guidance issued. It's a 40 percent excise tax on Cadillac plans. I want to take an opportunity to explain. A long time before I got here, we had a JY plan and the town decided to call it our best plan. So it's the Cadillac plan not to be confused with the Cadillac tax. The government went and decided that a Cadillac tax was for anything that was a high premium cost package. We found that sometimes Cadillac was being used interchangeable when they are definitely two different uses of the word. As I speak of Cadillac tax, it has nothing to do with our now JY plan that has gone away. There's a 40 percent excise tax on any excise benefits. The government has put some thresholds out there based on whether you're a single, two-person, or family. There's another thing that says your thresholds could be different if a majority of your employees were high risk employees but they haven't defined how you can come up with that majority of people. Is it all police meaning dispatchers and the custodian or is it just certified police? So that was one thing. Another question that this leads to is who is actually going to be paying the excise tax whether it's the health insurance, the employee, the employer or some sort of share of that. So those two things haven't been defined yet so when we tried to calculate some of our exposure, we had to make some assumptions. So we used the lowest threshold numbers. Hopefully we'll qualify for the higher threshold numbers but it looks like we're on the track to being hit up for about \$120,000 in excise tax.

Ms. Carpentier indicated we took our current enrollment on what employees were in each Blue Cross 100, Blue Cross 300, or Matthew Thornton assumed a 6 percent increase. The standard out there is 6.5. We've been running around 5.5. So we assumed a 6 percent increase. If we continue to 6.6 percent increase and did nothing to improve our premiums, we would be over the threshold and we'd have \$120,000 excise tax levied on the town. Again that could be variable with better consumers. If I try to affect my healthcare and everybody else in the town does, well then maybe the premiums would go down. Assuming no change our premiums would increase 6 percent over the next three years. We'd be over the Cadillac benefit plan the \$120,000.

So what's next? Ms. Carpentier hoped to have ongoing team meetings. We've talked about some tools or other sources that could help us change some of the plans we have. We didn't want to continue going down that road unless the Board agreed that we're heading down the right road and had the right mission. If we did, we'd continue having our team meetings, communicate back to the unions and associations. We'd hopefully come back to the Board of Selectmen with our progress, give you status reports on our tasks or sub-tasks, and we can decide together what the timeline is whether we're trying to affect change now or later in the future. That was a quick snapshot of what we've been doing, where we'd be going. I didn't get into a lot of details because I figured that would be for another meeting or the committee decided that that would be for another meeting. I guess we're here to find the pulse of the Board. Is there anything else that you'd like to add?

Selectman Luszey had a question on the high limit threshold. That high limit threshold for early retirees for high risk employees are they still classified high risk after they retire? John Beike believed so according to the law they're considered the higher number. Ms. Carpentier indicated some of the retirees end up being spouses too if they're on the plan and the retired employee is deceased.

John Beike indicated its pretty complex stuff. A lot of the stuff like she said is unknown. We're still waiting for what the federal government is going to do and how the IRS is going to settle in on a lot of these threshold levels and even if it's going to be around in 2018.

Chairman Maddox thanked the two of you of course but also the committee. I think it is a credit to all of the employees that realize that this is something that is probably going to be pushed onto us and to work together in trying to find an answer before it's a crisis. I think I congratulate them all for realizing that for whatever reason this is going to be what it's going to be from the federal level. It's just disappointing that they won't give us answers so that we can plan because we have to budget 18 months in advance. We're going to negotiate contracts not knowing exactly what we want to do here. I think the more information you can get us and the employees to see how this is going to go.

One thing Chairman Maddox saw in here that I thought was kind of interesting was health savings accounts. Even if an employee puts money in because they want to have that cushion, that's going to be considered part of the limit? Ms. Carpentier said yes correct. Chairman Maddox said it just doesn't seem to make a lot of sense. Mr. Beike indicated its part of the limit if the employer contributes to that fund then its part of the limit. Chairman Maddox asked only the employer's part or do the employees also come in. Mr. Beike said the employee can put cash in it if you're using like a HAS. You can put that anywhere you want for investment. I believe the way if the employer puts the money in, yes it's part of the threshold.

Chairman Maddox said this is such a complex issue. Again I'm glad to see that we're looking at it because you're saying it's going to be effective 1/1/18 and I'm sure General Motors is thrilled with the concept that it's a Cadillac tax. How do we look at options? Again without knowing what we're going to be hit with, how do we go forward? Do you stretch out the deductibles to bring the...John Beike said right. You could possibly get a high deductible plan as a choice.

Kathy Carpentier said some of the things we discussed with two vendors in particular, the one we have and another one, is a high deductible plan would save a lot of money. So who gets the savings? Say there's a \$6,000 if we were to go to a high deductible but yet the employee takes the risk of having a \$5,000 deductible. John Beike said a high deductible plan if an employee doesn't plan for having a \$5,000 bill because they went to the hospital, that's going to be catastrophic for somebody. Ms. Carpentier said that's where it would be coupled with some sort of health savings account which the good thing about a health savings account is that it's portable. It can help the employee pay for premiums down the road. It can also help hopefully change the behavior of the employee so that premiums are maintained or hopefully decreased which is a win/win situation for both the town and the employee. There's a breakeven point at some at some point where you know how much if the high deductible plan saves \$6,000 but yet my premium goes up \$5,000 how much would the town be willing to put into a health savings account. That's only one option that we kicked around. I think it was one of the ones we kind of liked to explore more in the future but you could also make changes to your prescriptions. We threw that around. The prescription plan could change the whole premium of the health insurance that we're using.

Chairman Maddox asked is prescriptions part of the actual healthcare plan that we provide. Ms. Carpentier said yes. Like a Matthew Thornton has \$5, \$15, and \$1 mail in service. If you change those \$1, \$15 to \$10, \$20, \$45, it changes the premium without changing the base insurance. So just by changing some insurance. Chairman Maddox said getting it 3 months in advance or a 3 month prescription. Ms. Carpentier said right so it would cost an employee \$45 instead of \$1 but the premium would go down by X amount. At some point if I fill out so many prescriptions, I've either lost money or gained money. Chairman Maddox noted we also have to look to see - more and more are going to generic only for their discount plans. If there's not a generic for the particular issue that you have, it can get very expensive very quickly.

Steve Malizia said a lot of what the \$10, \$15, \$30 means. Ten dollars is usually generic. Fifteen is a preferred brand but not the premium brand and then the highest cost one is the premium brand. I think they're trying to change consumer behavior. There may be some prescriptions you don't have a choice. They're also incentivizing folks to maybe shop around for their services. For example lab services. We get a blood test from our doctor and he says go get a blood test. You might go down the hall in his office but if you went to another lab you'd be incentivized by the insurance company. They'll actually pay you something to go to that much cheaper lab. It does the same service. It does the same quality work. It's just a better consumerism. A better consumer model which hopefully would drive premiums. That seems to be the direction a lot of plans are trying to go to introduce more consumers. We all buy medical care. Sometimes we don't even know what the heck we're doing. I don't mean that facetiously but we shop more for a refrigerator than we do maybe for some of the medical care that we get. Chairman Maddox said because you can understand how a refrigerator works. Mr. Malizia commented to some degree that's true. Chairman Maddox said when Eloise had her surgery I mean the bills that came in and trying to make sense of what they paid. I just absolutely - you go into the hospital and its \$15,000 just for them to do 4 tests and send you home that day. Again until and employee - and of course luckily we tend to hire younger people to be in our public safety. Hopefully they're healthy for the entire term of their time here. Even still, one motorcycle incident or whatever could definitely impact their family and their ability to recover financially.

Again Chairman Maddox didn't know where we want to go Board. Again I think that there's so many unknowns. We're kind of chasing the shadow here. I think that's its good that you bring it to our attention. Again the other thing is it doesn't happen until 2018 and a number of things could happen between now and that date.

Selectman Luszey said there's a lot of things that are going on right now too and that's the consolidation of carriers even in this State. Our choices may come to 2 or 3. Kathy Carpentier said we didn't call in 10 vendors because there's not 10 vendors to call in. I also think that if we wanted to move on this, the town and the employee can realize some savings before 2018. We don't need to wait for this excise tax to come along. If a high deductible plan is what we want to offer, not mandate, but offer and some people take advantage of it well there could be savings to both the town and the employee which would change the consumerism and hopefully bring down the premiums. The committee didn't say that that's where we're going. We're not going towards a high deductible but if we find something like - if we come to a consensus that that's where we want to go or change the prescriptions. Again it's going to save both the town and the employee and it becomes a win/win situation. Do we want to pursue this now? Do you want the committee to continue its research? It's education? The only complexity now is that we start negotiating.

Chairman Maddox said maybe there is a clause in all of the contracts that say as 2018 becomes part of this contract that there will have to be adjustments with the Cadillac plan. However that will be, we don't know yet. Since you really only have 141 people taking insurance, have we looked at and I'm going to say NRPC and watch Selectman Coutu roll over but kind of consolidate with other towns to where maybe if we had 500 people we could get better rates? Kathy Carpentier said we're considered a large employee so I don't know that there's any benefit to getting any larger. It's 50 or below is a small employee. Anything over 50 is a large employee. We're technically 170 is how many of our people could be on insurance. It's even more than that because you add in the 29 retirees. So we're talking about 200 people could jump on the town insurance and that number obviously changes. We haven't and I know when I speak for something Steve said before I was here. A long time ago as we tried to look at the school - coupling with the school at one point but their loss ratio wasn't as favorable as ours so it wasn't advantageous for us to join them. I think it depends upon your population. I think you might have different demographics in a school setting as a town. We have a good loss ratio. We have pretty healthy - we haven't had a lot of catastrophic losses in our town. So when you couple with somebody else, you're at their mercy. If they have 10 catastrophic, then our premiums are going to be affected. No is the answer to your question. We have not looked at combining with any other communities.

Chairman Maddox was just trying to see if there are other options we can take a look at. So you would like to continue working and I don't see the Board saying less than please. I think that it's important that we stay ahead of this and be able to plan as best we can with limited information. Is there a plan that we could offer to the employees that has a higher deductible and how do we offset some of that. Board members? I don't want to do all the talking tonight.

Selectman McGrath agreed. I'd like to see them continue. This stuff makes my eyes glaze over and my blood boil. Congress enacted this ridiculous law without every reading it. It affects so many people in such a profound way. I know that my health situation requires that I have medical insurance. I'm lucky that I do. I was covered well under BAE's plan and so I probably for people that are healthier, I realize the importance of having healthcare and what it means to people when they need it. It drives me crazy that they've fooled around with this. I think probably the intention started out well but it turned into a mess. Then when you have the IRS involved, which is a whole other mess, so if this doesn't make your eyes glaze over and it doesn't make your blood boil I'm happy to have you continue to work on this for the town and fro the employees.

Kathy Carpentier said that in 2008 we tried this same mission and it didn't go well. We've had a great group of people who have been committed who have come to all the meetings. We've had good dialog. We've had diverse opinions. If it would be okay with the Chairman, I'm not sure if anyone from committee which there's 5 or 6 of them back there would like to speak. I'm not sure if they would on anything if I missed anything. Does anyone? I just didn't know if I represented our committee as we wanted.

Chairman Maddox thought it involves seeing the insurance premiums with the Healthcare Act have gone up significantly. They were selling it as being affordable and now they're saying that there are people that are locked out of it even because of the premiums are going so high. Who knows where this is going to be in 2018 but I think we best be proactive, talk about what we can do, and take it from there. I thank you for you for your service and continue on. Budget season is around the corner. So we won't see anything until January 1, 2018 as far as this tax. Mr. Beike indicated we have to get ready before that if we're going to do something. Again Chairman Maddox said we have contracts that could go over that date so we need to be prepared.

Kathy Carpentier believed this could affect even if it's just verbiage the contracts that we're going into right now. I don't know where it plays into negotiations. We have no legal opinion because we haven't gone that way. I don't know what this means for negotiations.

Chairman Maddox said I will say this - having good health insurance is worth a considerable amount of money and you don't think about it until the day you start using it. Again I would hope that we would be balanced between trying to save money and provide the coverages that we should have. Thank you very much.

Chairman Maddox recognized Town Planner John Cashell.

Good evening Chairman Maddox and members of the Board of Selectmen. Thank you for inviting me here tonight to address you in regard to members of the Planning Board and development in the Town of Hudson. John Cashell noted I was basically asked to appear tonight to go over my duties and responsibilities in a brief manner and then go over future planning projections over the next 3, 5, and 10 years. If Board of Selectmen any members would like me to go over my actual duties and responsibilities to only do that this evening, I don't want to bore anybody. I do deal with a couple of Selectmen all the time on planning matters. If anybody would like me to go over my duties and responsibilities, I'd be more than willing to do that. I do want to apologize for not having anything ready prior to this meeting for you to read. I handed out a presentation to you this evening for this meeting. I officially got word of coming before the Board of Selectmen last Wednesday. It was the one day I was here last week. I was tied up yesterday and wasn't able to get in and today I was able to spend a couple of hours developing this particular handout for tonight's meeting. It consists of 2 ½ pages of what I'd like to project to the Board of Selectmen tonight and the remaining part of the handout is just attachments. It's not a long dissertation by any means.

With that being said, John Cashell stated briefly my duties and responsibilities as Town Planner include managing and administering all matters concerning the Planning Board. That is discussing, reviewing proposed residential and non-residential developments with proponents, advising proponents on subdivision of land and site plan review application processes, receiving and distributing application materials and plans, distributing these materials and plans to various town departments and appropriate town consultant relative to receiving their input about project proposals. I schedule inter-department meetings to review plans, inter-department meetings involved the Town Engineer, the Highway Road Agent, and the Fire Department. We do have Dave Hebert now involved with the inter-department review also. I have to schedule public hearings and meeting agendas. I prepare those for all Planning Board meetings, prepare staff reports for each agenda item for the meetings with recommendations for action including draft motions. I provide meeting materials for all concerned parties including posting of meeting agendas, staff reports, and all materials and plans on the Town's website for each meeting. This has really proven to be quite handy for a lot of people that are interested in projects that are coming before the Planning Board. They get a great deal of information from all of the data staff reports that are submitted. I think the general population of the town has a much better idea of what's going on for meetings and what the Planning Board is dealing with for residential development and non-residential development.

For any additional information concerning my duties and responsibilities, John Cashell said I'd like you to refer to the attachments that are included in this presentation. One of them is entitled "frequently asked questions". That's posted on the Town's website and list of frequently asked questions pretty much addresses all of the questions anybody could come up with relative to the process of application, how public hearings are conducted, what one needs to do for site plan application or subdivision application.

Selectman Coutu asked is there a question in there that says what the hell does he do. Chairman Maddox commented I didn't see that particular question. Mr. Cashell said it's in the fine print.

Before you move off that subject having been on the Planning Board since 1998 when meetings used to go until 2 a.m. and we had them 3 times a month, Chairman Maddox said the frequency of meetings and the length thereof have gone down. Tell me do you think that the Town Planner has the time to look at other items to be done in this town and I'm saying looking for grants, looking to go out to maybe a couple of things where companies get together to look at possible sites for them to relocate to. Again I think that Hudson has an experienced Town Planner that has a great amount of stuff that he already has on his computer and he's a master of cutting and pasting. So is there time was what I was looking for Mr. Cashell. Is there an availability of being able to do other things than just planning?

John Cashell indicated there's a couple of things I'd like to go back to when you were talking about the meetings lasting until 2 and 3 o'clock in the morning or whatever. I think a lot of that can be attributed to the town being involved with litigation. The town before I arrived was kind of legendary that the Town was involved with multiple lawsuits and spending in excess of a half a million dollars in legal fees fighting lawsuits. I personally take pride in bringing everything together and organizing Planning Board agendas, Planning Board staff reports that I really think help progress the town in the right direction in staying away from litigation. There's no need of having meetings last until 2 o'clock in the morning. Nothing good ever comes past 12 and the Planning Board likes to complete their agendas by 11. We do conduct a lot of business especially in the last half year or ¾ of a year. There's been 2 meetings of the Planning Board every month. We typically stay until 10 or 11 o'clock at night making sure that the work before us is being done thoroughly and in compliance with the law and that plans are actually being approved without a great deal of consternation taking place. We did have one of the most controversial subdivisions in recent memory that was finally approved after many months of review. We all know that subdivision. When you tie in with existing roadways and especially if they're cul-de-sacs, it gets people upset. Anybody that puts themselves in the shoes of those people understand completely what that's about.

Selectman Coutu said I guess the answer is no.

First of all, Selectman McGrath indicated you need to answer whether or not you can research grants that are available and also before you even answer let me just say this. This is what I wrote down while John was giving his presentation because he shorted himself. One of the more important functions that he provides is assisting other employees such as the Code Enforcement Officer that we had that needed guidance and a lot of guidance because he was new to the town, wasn't familiar with what he needed to accomplish, the history of some of the projects that he was involved in and John was a big assistant to that function and he provided a lot of guidance and a lot of assistance. He's doing that now also with Engineering although I think Elvis is probably more up to speed on a lot of things but he too needs some assistance from the Town Planner and interaction with the Town Planner. I go in to see John and he's either on the phone with somebody or somebody is coming in to see him. He's a busy guy. A lot of people seek his guidance and his assistance.

The other thing too, Selectman McGrath said I do know that a couple of years ago when Sagamore Park was undergoing the renaissance or trying to encourage businesses to come in. John was very involved in that. So I think that to answer your question I think that he does seek out businesses or talks to businesses that are interested in coming into town and guides them as he can. Of course he has to be careful because he's in a different role and when he goes to the Planning Board, he's going to have to advise Planning Board members about aspects of that development or developer coming in. As far as the grants, you're on your own John.

John Cashell said it's really full hearty to think that I have any extra time. I'm on the phone all day long. I'm answering a couple a dozen e-mails minimum every single day. As Marilyn said handling the affairs of a Community Development Department - like the first thing this morning I come in. Totally unanticipated - 25 Constitution Drive on Wall Street all of a sudden they weren't going to get a building permit issued. Well the Building Inspector forgot that two years ago the plan was approved. The site plan was recorded, development agreement was recorded. This Board of Selectmen was fully engaged in that plan. The Highway Road Agent Kevin Burns supervised the construction, the completion of the construction. We had to work out a public/private partnership with that. All of a sudden that's 8 o'clock in the morning. By 10 o'clock I had everything taken care of so I could convince the Building Inspector that yeah they're entitled to a building permit. Everything is in place. There is no concern to send them back to the Planning Board. Something like that happens almost every day. It eats up 2 hours of your day. You have to straighten out the mess or people sit around idle not knowing what to do. I'd like to tell you me not being in that immediate environment takes down the productive level of that department tremendously. I'm constantly having to go back and forth, back and forth, or my Assistant is going back and forth.

The other thing Mr. Cashell said was up until two years ago I had a full time Administrator - well trained, experienced. She retired and we have a new person. Trying to train that new person to take over for responsibilities, the duties of Pam Lavoie it's a big challenge getting somebody up to speed with the knowledge that Pam had. Pam I could allow to do a lot of things because she knew everything backwards and forwards. She was employed by the town for 25 years. You have a new person, there's a lot to learn as a new person. I went on vacation last week and one of the Engineers was complaining that when is the inter-department review going on for a project that's coming up before the Planning Board. I asked my Assistant today did you schedule that. Did anybody ever go over that with you? That was one of the missing links because we hadn't had an inter-department meeting from the time that she was hired. It just wasn't on the radar to schedule that. So there's a lot of extra training that has to go into new personnel coming on board. There's a lot of interaction that has to take place in order for the Community Development Department staff to work as effectively, as harmoniously, as efficiently possible. Me being stuck in a room that's aside from that group of people that I have 99 percent of my workload associated with tremendously hinders the effectiveness of government in this building having to do with economic development and planning. I would state that on a stack of bibles. That's the number on hindrance of..

Selectman Luszey interrupted to ask a question of the speaker. You talk about a lot of issues that have to be redone and they happen all the time the same types of issues. What action is being taken to look at the process and the procedures that are being utilized within your department to fix those so they don't happen again and hence improve the productivity of that group?

Selectman McGrath asked to jump in because I - he's one person with one Assistant whose been covering for somebody that's been out most of the summer. So he hasn't really had an Assistant that has been able to - and I've got to say that I'm quite impressed with that person that I'm referring to and that John's been referring to. I think she's as bright as can be and I don't think given the opportunity she's going to be up to speed before no time but she's covered for an absent employee for the entire summer up until a week ago or two weeks ago.

Chairman Maddox inquired how long has she been with us.

John Cashell indicated 4 months.

Selectman McGrath indicated for two of the months, she's been covering for somebody else. John is one person and the department people that I think that he's referring to that require all of the assistance are under the banner of a different department. I think that the question is more appropriate for that department head to explain why his employees can't seem to get it together so that they don't require all of the assistance of the Town Planner who has a

multitude of things to do on a daily basis. I was in what a week ago when I saw you last - a week ago Friday I guess - and there was someone in at the counter that needed his assistance and the two of us went over and spent what 20 minutes or a half hour with her. That was a resident that came in looking for some information that she needed. It's constant and I know exactly because I'm in here at least once a week sometimes 2 and 3 times a week and there's been other times that I've been in here just about every day doing something. So I can see the activity that's going on in that Planning office and it's not a pleasant environment.

John Cashell indicated the other thing I want to bring up is that we are back in a busy economic cycle. It's extremely busy. There are more building permits for housing units being pushed out of the Community Development office. Probably as many as 2003. There is a tremendous amount of building going on in this town. There is a tremendous amount of interest in economic development activity taking place in this town. We're getting plans in 2, 3, 4 new plans a month and that progress is absolutely continuing. I'm dealing with projects that I can't disclose publicly but I could disclose to the Board of Selectmen closed doors. That's because of the real estate market. You can't expose things that are being discussed in a public forum but there's so much development activity right now that's projected for this community and the remainder of my presentation really has to do with a lot of that stuff and what we need to be doing achievement wise to meet the future needs of this community.

Selectman Coutu asked if he could stop John Cashell right here. One of the things that I find cumbersome upon us as a result of a lack of communication - cumbersome upon us as town leaders is that there are always rumors that circulate about this proposed project or that proposed project. If you remember, there were rumors about the Fryers property - it could be a bomb manufacturing plant going in there. We hear this and a lot of it comes from the Planning Department. Not necessarily John Cashell. It could be people that work there. I don't know how this information gets out but it leaks out in bits and pieces. We never - I can't ever remember except for Comcast because I worked closely with the Governor's Office to keep that a secret - never told what's coming into town. I watch the Planning Board meeting to find out what is being developed in town. It's the only way I get any information about what's going on in town. Never does anything come to us as Selectmen. John made a statement that brought this to mind is that well we can always go behind closed doors and talk about potential development in town. I understand the sensitivity and the nature of protecting certain companies that maybe contemplating coming into town. It's like looking for another job. You really don't want them contacting the employer until you really have the job, then contacting the employer if they want to bad mouth me make a judgment call. I understand the necessity for secrecy but we are not privy to any of that information. In the 8 years I've served here except for Comcast, I've never been told about a potential development. The only way I find out about it is I watch the Planning Board. People ask me all the time - what's going on over there. I have no clue.

John Cashell told Roger and the Board of Selectmen what you have to understand too is that sometimes I'm the last one that's going to be informed about a development. Developers tend to keep things under wraps as much as they possibly can. Projects come to us when there's questions of what they need for permits. If they have a clear idea of what they need, I'll get a week beforehand that they'd like to drop off some plans. No one is really getting that much of an advance notice. A lot of the international companies and a lot of the chains will contact months in advance but they'll inform me that this is strictly confidential and I have to respect that and have to keep it confidential. What happens is then there's a feeding frenzy. Real estate prices get affected by it that would not be affected otherwise. There is a great degree of confidentiality.

John Cashell indicated that one particular project if I could go back to it, the Friary project. Big lesson learned with that one is that we as a community were pretty much used as a real estate decoy. They were really interested in another community to invest in. We were being jockeyed around. Well we're going to go here if you don't let us go here with this package of whatever. That's what that was about. That happens all the time. We were pretty well lead to believe and then we had a public hearing on it that they were coming. They never told us what it was but they were coming.

Selectman McGrath said I just asked John about that a week or two ago. I still don't know what was being proposed there. Mr. Cashell indicated nobody for sure does. Selectman McGrath tried to find out. I talked to the Engineer Jim Petropoulos from Hayner Swanson. I asked him when it was evident that they weren't coming back. I still don't know.

Selectman Luszey stated we're kind of off on a tangent. We're trying to determine whether or not the Town Planner has or could have some available time to do additional work to increase his overall productivity. We can sit here all night and talk about what ifs on different proposals that may or may not have come across his desk. Can we get back on track?

Selectman Coutu noted I'm done.

Selectman McGrath indicated I'm done as well.

Chairman Maddox took away from this conversation is that do you have weekly meetings with the other people - the Fire Chief. Let's stop dancing around this. Do you meet with him weekly to see what needs to be changed? John

Cashell indicated the Chief and I communicate every day. Chairman Maddox asked how come things are still being problematic. Is it just he's doesn't have the people or the manpower to be able to get things done?

Selectman McGrath commented they don't have any experience in planning or zoning. Let's be really clear. I mean I've said this before. It's not a secret. I think the Fire Chief is an excellent manager but his expertise lies within Fire. It doesn't lie within land use. It doesn't lie within planning and zoning. Same for the Acting Code Enforcement Officer now. Same thing. He may be able to issue a building permit looking at the building requirements but as far as land use and code enforcement, same issue. The Assistant for the Fire Chief also maybe great at managing in the Fire Department realm but no experience with land use, planning, zoning. Those are critical components of that department upstairs. Critical to how this town is run and how John is able to manage his job well. I think he does an excellent job. I've said that before. As I've said before and I'm sure it's as obnoxious as anything but in all of the years that I've worked with planning and worked with zoning, it's more than 30 years now. John is the best one we've ever had. Hands down without a doubt. He works hard. He works to the benefit of the town. He's always concerned about how it's going to affect this town. He doesn't live here. He doesn't even live close to here and he's more concerned about what's happening in this town. That's something that we want. That's something as a resident and on this Board we want somebody that's going to care about the town and the people that he's supposed to be serving. Without a doubt, he's the best that we've had. I've got to say that he touched on it. He's in a shoebox upstairs. He belongs in the center of action in that department so that he's not chasing people around and they're not chasing him around trying to get answers for citizens, people that are coming in trying to get answers at the Board.

Selectman Luszey said I heard that also. If you recall, we had a presentation about two years ago that talked about the overall strategy on combining the Inspectional Services. If John feels that he is outside of that realm, there's a real easy fix - put him right into it.

Selectman McGrath noted - so moved.

Selectman Luszey said to have him report under the Land Use team.

Selectman McGrath disagreed with.

Chairman Maddox gaveled Selectman McGrath and told her Selectman Luszey has the floor. Selectman McGrath apologized.

Chairman Maddox reiterated to Selectman Luszey you would put the Town Planner under the Fire Chief. Selectman Luszey said yes. The Fire Chief is no longer a Fire Chief. I've told him this before. He needs to come up with a new title for what his total organization is. It's more than fire protection. It's more than ambulance service. Its code enforcement and all that. His building over there - the administration building. There's something different. It's not the fire administration building anymore. As long as we keep them as separate entities as a Fire Chief, we'll continue to have these types of conversations.

Selectman McGrath said first of all I wasn't here two years ago. Had I been here two years ago, that's one proposal I would have voted against and I would have been as adamant then as I am now. Again, you want to create a department with a manager at the top an assistant below that has no land use experience and you want them to run the Land Use Department makes no sense. I can understand the permitting process because the firemen or whatever you want to call them upstairs, they have to investigate and look at buildings for life safety codes. I get that part of it. Code enforcement and land use - planning does not belong under the Fire Department. That is one - I've got to say it's the most hair brained idea that I've heard in a long time.

Chairman Maddox told Selectman McGrath I'm leaning the same way today. I'm tired of hearing about all these issues that can be solved by putting them under one person. I'm not there yet but I'll tell you I'm getting closer. Continue.

John Cashell said I'm just going to continue on. I'm not going to take too much more time. I would like to say that it has truly been an honor and a privilege to work as Hudson's Town Planner over the nearly past 13 years. To have had the opportunity to work with so many hard working, dedicated, and committed elected and appointed Town Officials, together with town employees and countless volunteers. With so many dedicated people involved with town affairs, it is no wonder that Hudson is such a wonderful community in which to live, work, and enjoy. For me personally I would not be able to carry on my duties and responsibilities without being surrounded by so many great people who are all trying their best to make Hudson a community they're proud to be a part of and proud to call their home town adopted or otherwise.

In regard to matters of planning and development, John Cashell said a great deal of development has occurred in Hudson since its humble beginnings back in the 1700s when it was an agricultural community. Its population grew steadily especially during the first and second industrial revolutions. During these latter two eras both in terms of residential and non-residential development, Hudson' population grew from a few hundred people to a few thousand people. However, it wasn't until the 1960s with the advent of the newly constructed highway system that Hudson's



population seemingly exploded growing together with its commercial section to nearly 25,000 residents by the year 2000. Since that period of time, the explosive population growth has subsided yet Hudson continues to grow in line with its surrounding communities and region. It is because of the certainty of growth both residentially speaking as well as commercially that we as a community and especially those among us who are involved with town governance must always be willing and able to plan for the future infrastructure needs of Hudson. To this affect, I offer here and in the following three year projections for what we as a community must endeavor to achieve planning wise.

John Cashell indicated this is for the next three years. Number one the Town Zoning Ordinance and Zoning map should be completely updated for the March 2016 Town Meeting. Now this is a projection that has been discussed at the Planning Board level with the Zoning Board. We just finished up amending our rules and regulations. That was a five month operation that was conducted by an ad hoc committee under the supervision of the Planning Board. We're going to have a public hearing on that in the first meeting in October and I have to say the Ad Hoc Committee did a tremendous job with that. One particular individual we could not have achieved the degree of success with that endeavor. It was Glen Della Monica. He did a tremendous job for this town and he dedicated many, many hours to it. Everybody on the committee and the Planning Board is really, really pleased with his work and how much of an overhaul he did.

Before you leave that subject, Chairman Maddox said the Board of Selectmen will receive an electronic copy of that when it's final. I think he had a couple of re-writes that he's working on. Selectman Coutu noted there were a couple of corrections. Mr. Cashell said we were just finishing up with a couple of amendments and we'll be ready for the October - we're only waiting for October because Glen is going to be out of town.

Chairman Maddox thought we were going to send it to the Board of Selectmen so that if they had any input to me or Selectman McGrath. Mr. Cashell indicated it will be in its final adoptable form this week and I'll get it out to everybody. We did not put it on the website because the Board of Selectmen made that policy that no draft documents would be published. Steve Malizia said we did. John Cashell said that's what I was informed. Chairman Maddox asked when did we do that. Mr. Malizia didn't remember that. Selectman Coutu didn't remember doing that either. Who told you that? Mr. Cashell indicated Board of Selectmen staff - not Steve.

Chairman Maddox stated as long as it says "draft", I would think we would want to get it out there so people could read it. Shall we amend the policy we never had?

Selectman Coutu noted we don't have a policy. Just put it up.

Chairman Maddox said as long as it says "draft" on it. How are you going to get it out to the people, the citizens so they can look at it? That makes no sense.

John Cashell said we'll correct that tomorrow then.

Selectman Nichols commented a draft is just what it is a draft. It is not the final thing. So why put it out if it's not ready?

Chairman Maddox asked how do you get input from the citizens if they don't know what you're going to talk about.

Selectman Nichols asked do we need input from the citizens on a draft. Selectman Luszey said yes.

Chairman Maddox said it really affects them more than probably the five of us.

John Cashell indicated it's really dry stuff and it's all procedural stuff. Chairman Maddox noted 18 people are going to read it but I don't think there should be no reason we're not putting in on because there's some rule about putting draft.

John Cashell moved on to number two. A new capital improvement plan - CIP - should be completed and adopted by the summer of 2018 and this is relative to considering new capital improvement projects for the town to include in the FY2019 town budget. Most of the present - that's the FY2016 CIP project should be completed in parenthesis or meet another agreed upon conclusion whatever that may be by FY2019 to 21.

Selectman Luszey asked to ask a question. So you're assuming that everything on page - the Central Fire Station, the tank, the police station expansion, roads, the radio upgrade, and Burns Hill Fire Station will all be done by then because you have that listed. John Cashell said no in parenthesis and that's why I qualified this "or meet another agreed upon conclusion". No one knows for sure right now what's going to happen with Central Fire Station. From what I'm told in talking with Elvis, there are possibly new plans regarding the Windham Road booster station.

Selectman Coutu said I'm sure he changed them. He changes everything.

Chairman Maddox asked to help me out. Why would the Central Fire Station that we just got authorized to spend \$900,000 to upgrade be on here for \$6 million. Mr. Cashell indicated that's the new Central Fire Station that got shot down last March.

Selectman Coutu noted it's not a central fire station. It's a fire station to replace the Burns Hill fire station.

Chairman Maddox said that would only be \$2 million.

Selectman Luszey noted number 7 is the Burns Hill fire station which is...

Selectman Coutu stated you're saying to reconstruct this fire station here...John Cashell indicated what you have to really understand is the capital improvement project program. Selectman Coutu said right originally called for a new fire station to replace that...Mr. Cashell said it's a living document that gets amended. Things don't happen. Not everything happens at the same time.

Chairman Maddox said this was the FY16 plan which we're in FY16. If you can just say that that is moving on. John Cashell was saying is as a town we should look towards creating and adopting a new CIP for the FY2019 budget.

Selectman Coutu asked isn't it usually a five year cycle John. Mr. Cashell said the State does not specify. This town was doing it annually. A lot of towns do it annually. It turns into a waste of time to do it annually. Every three years is preferred. It stays up to date. If there's a reason - a real slow economy as we've gone through, it's not going to kill a community to not do it for 5 years. As long as the projects that were adopted previously are still being worked on, those projects are still viable. Things change overnight. Certain projects become a priority next year that weren't even thought of this year or a few years out. It's a living document. It's just an advisory document. Like the senior center. The senior center never really made it into the CIP yet it became a priority to achieve and it did. It had its own life. Zach's field is another issue. Projects have their own life.

Selectman Coutu said as our Town Planner what do you feel more comfortable with for the preparation of a CIP document how many years for you what you feel comfortable with. John Cashell said 3. If we're in a busy economy 3 years. Four years, five years if it's slow. Again, it's all flexible depending on what's happening with the economy. If everybody understands that, I'll go on. It's an important document. You have to have an up to date CIP in order to collect CAP fees for one thing.

John Cashell moved on to - plans to update the 2006 Master Plan should commence by mid 2017 with the update completed by late 2018 or early 2019. I say this as a suggestion planning wise because we updated the last Master Plan. It started in 2000. The cost of so many interruptions with staff personnel, NRPC it took 6 years to complete that. Most communities like to have an updated Master Plan every 10 years. Again that timeline is flexible but you don't want your Master Plan to become completely outdated before you at least start the process of updating the last one. That's a planning issue that we have to keep in the forefront as we go out over the next three years. This is a three year projection coming from me.

Chairman Maddox asked what is the price to do a new Master Plan. John Cashell said that varies too. NRPC - for instance their staff is a lot more stable, less transient than it was back when we were doing it in 2000 to 2006. It's possible that we could hire NRPC to do it.

Hire them. Selectman Coutu said we pay them a fortune every year now.

John Cashell said no we can work things out. I'm just saying if you went out to the private sector for the full blown master plan updated, conceivably it could cost you \$100,000. Everybody's time is so valuable these days and to get them to put the hours in, again, we have to an RFP, see what comes back. This is a serious matter that we have to decide upon over the next 2, 3 years.

Selectman Coutu asked do we use a lot of engineers in this process. Mr. Cashell said no planners. They're much more plan oriented in trying to complete things.

Here again, Chairman Maddox asked has everybody read the Master Plan. If you haven't, a lot of it hasn't changed because things have not really - I think we'd be better served by doing an update rather than a new Master Plan. The Town's population hasn't broken \$25,000 which is I think they projected it would happen in 2010. So again I think that before we spend \$100,000 on a document that is nice to have, we really got to see where the value is. As much as maybe it is just an update. Maybe it is truly a - a lot of the things in the last one - the pictures of the Alvirne Library is still a nice picture. It's still there. How much money do we need to sink into a document that not many people read?

John Cashell indicated we don't have to recreate the wheel by any means. We're not starting with a blank slate. There's been so much planning done. That's why if you'll recall and Marilyn if you'll recall, early this year I wanted to have the Board achieve updating our Land Use Regulations. They hadn't received a serious update in 30 years. Most of what we did this year was really take out the confusion, the redundancy, and reorganize it and package it. It's

a much better read now but we weren't starting from scratch. The same thing with the Zoning Ordinance. That's the next endeavor you wanted to achieve and start that this fall. We project out it's going to take two years to do that but we're not starting with a blank slate. We're not starting with the blank slate of zoning. What we need to do is tweak it, clean it up, make it correspond better with the Land Use Regulations. It's an achievable schedule over a two year period of time. What we've considered so far is an ad hoc committee made up of Planning Board members and ZBA members and possibly resident members too. Stay at it as an ad hoc committee too until we revamp the zoning and adopt a new updated zoning ordinance. That will set us up for the Master Plan effort which would come after that is done. So with the Master Plan update, what we'll have in place is an up to date Land Use Regs. and an up to date zoning ordinance and map. So it all makes sense in a planning sequence for the town.

Chairman Maddox thought we should at least get some numbers what it would cost so that we can start budgeting for it.

Number four is plans to implement. John Cashell said please don't get upset about this one. Again, these are suggestive planning. Plans to implement the road improvement projects included in the newly adopted cost allocation procedure cap. It should be under way by 2017/2019. I think what's really important here for Board of Selectmen to realize is that I consider in my experience dealing with all this we have an engineer on board that has the capability, the experience to help move that effort forward in a meaningful manner. We're meeting tomorrow morning with Marty Kennedy with VHB to go over that newly adopted process and introduce Marty to these projects and get a professional opinion from a traffic engineer that happens to have a PhD in traffic engineering. Everybody knows Marty's been associated with this town for decades now.

Again before you leave there and Chairman Maddox said I did raise an objection at the Planning Board that infamous roundabout at Greeley Street is still there. Again we're not going to do that. Take it out. Don't even give it to Mr. Kennedy. It should not even be...John Cashell emphasized that is NOT going to go on anybody's spreadsheet. Chairman Maddox said it was in the Planning Board's the other night we had the vote on.

Selectman Coutu said it's your pet project. You're the roundabout guy.

John Cashell indicated when they came out with that, I had no idea. I thought that was a joke on me. Number five if I can. The long-term needs of the town sewer and water systems should be understood and plans drafted to implement needed improvements. Again I defer to Elvis. I think he's really getting a good grasp on these two infrastructure items that are so ultimately important relative to meeting the future needs and goals of the community especially commercial development wise. With the I&I study that CLD has been contracted to conduct over the next two years, I think at the end of that we'll finally have a really good idea where we stand as a community and what we need to do to take out leakage that's happening - seepage that's happening with the system. Now defining what capacity we have in that system so that we can accept economic development as it comes forward. At the end of that two years, we're also going to know factually - this is my opinion talking with Elvis about this and I have a lot of experience in I&I issues - once we have a good grasp on what the realities are, what needs to be done to improve our system to add more sewer capacity to it, then we can address what we need Nashua to address for us taking into consideration Nashua in all likelihood will continue to receive Hudson's sewerage for treatment.

Selectman Luszey noted we've gone through that. John Cashell was just saying that that's part of the planning. That's planning. Selectman Luszey said Nashua is not going to give us any more. Mr. Cashell said we might have to take issue with that. I would say if we're going to continue to grow and they're inevitably - and I'll get to this in my conclusion - inevitably Hudson will grow and we're going to need to increase our sewer capacity to meet the future needs of this community. We have to get real - as real as anything on that issue that we have to achieve as a community or we're going to be dead in the water. The last thing I ever want to tell we can't have it because we don't have any sewer for you. That's terrible. That could possibly be a day that comes.

Selectman Coutu indicated the man who's going to be the new Mayor in Nashua is a good friend.

Number six. John Cashell said several years ago we actually had a professional consultant come in and give a presentation on this particular issue. He got a job way far away and it kind of got put to the wayside. That is number 6 - plans to recreate a true town center in the Central Street, Greeley Street, Kimball Hill Road vicinity should be vetted as an idea and I take this up as a discussion tonight taking into consideration look what's happened at Benson Park in the last 10 years has been created. Tremendous success. Absolutely off the charts success for a community to achieve that particular park and all its amenities, it's unbelievable in my opinion. Then the senior center being built there. Again tremendous achievement. Everybody here at the table played a role in that. It's nothing better than being at the ribbon cutting ceremony and actually succeeding in creating something like that.

Mr. Cashell said well I think the Board of Selectmen, Planning Board members, and everybody thinking big issues, big ideas thinking about the future and what legacy you want to achieve in your own lives but in the life of this community what it's lacking is a center. A defined center. At one point in time in the history in the 1700s, that's where the center was. It only left there because of the industrial revolution and the jobs were within pedestrian reach once you crossed over. It was first the ferry and then the bridge. What happened was the human population settled as

close to the bridge area as they could and that's where the infrastructure was. The town center was left behind. The town center was never brought here in its full possibilities. We have Town Hall here. We have Library Park. We have a confluence of roadways but it was never achieved in preceding generations at town center here. It should have been but it wasn't. The schools were put here and the schools were only put here because the population was here. You have a central fire station because of that but the merchant center what identifies a community as their town center didn't make it over here in this area. What I'm saying is that the physical central location of the Town of Hudson is where I'm talking about. Kimball Hill Road there's land there and there is a future there.

John Cashell stated now the economic development types that own property around there - there's a lot of interest in redeveloping these downtrodden properties. There were a lot of properties for sale there. There were a lot of properties that need face lifting. The property owners know that and that whole section of Kimball Hill Road down to Burnham on both sides is so ready for a face lift in development investment monies by the development sector. I envision as a planner that whole area transforming before our very eyes without any effort by the Town other than plans coming in as they do now for Planning Board. What the town could possibly do if it wants to, and this is why I'm saying just vet this issue over the next three years, is to look at possibly putting the Town Hall there. You could possibly put a police station there. There are so many possibilities when you allow for ideas to come in and try to say hey that could really work. That's what I'd like to do is have a visioning session and have that idea (inaudible) and for Hudson to actually realize that it could have a well defined, well designed place a town center. A place that makes this town have an identity. A place for everybody to go to. It has a lot going for it already. It has a tremendous amount going for it already. Just the physical attraction that Benson brings to that area at any given day, the senior center, Town Hall updated, upgraded, well defined commercial properties. I'm talking the two commercial properties that already exist over there and the many smaller ones that do. It's all ripe for redevelopment. There's so much traffic over there that could really just turn that whole sector of Hudson over night into a really, really attractive area. People understand what I'm saying. That's what's happening all over the place. There's just so many attractive places that become a community's identity and I just see that as the place that can really move Hudson physically in the right direction.

Personnel wise. John Cashell told Rick this goes back to what do I do all day. I put every ounce of effort I can into it. Like Marilyn said earlier, one person and I got half time staff. What I'm talking about with this number seven is personnel wise at a minimum to hire an Assistant Town Planner who could probably concentrate more on the grant writing issues and the mundane issues of the Planning Board that have to be cared for. That's why I get tied up in these staff reports because they're so important to communicate as much information as I do for the Planning Board so that they can actually achieve things in a concise, formal, informed manner. I'm also asking for in the next 3 years a full time Administrative Aide. This is stuff we can talk about in the succeeding years. That's where I see the personnel needs are for the Planning staff.

Mr. Cashell indicated I didn't get into a long dissertation for projections of 5 to 10 years out but I would like to just conclude and it will take me two minutes. All of the issues that make a municipality a great place to live, work, and enjoy takes a great deal of planning. Just as important implementation of plans. You can plan all you want but if you don't implement them you're wasting your time. So implementation of plans is so important. For Hudson this means continuing to plan and implement water, sewer, and road improvements which will provide for the inevitable population and economic growth Hudson is destined for in the coming years and decades. In regard to Hudson's public school system, its administrators and teachers have to remain vigilant in adapting to ever changing methods of teaching in advances in technology so that each succeeding generation of Hudson students is prepared to meet each of their futures. Not that I have that much to do with education of children and planning but one of the most important things as everybody knows is a community's education system. It sells the community. It strengthens the community. It makes that generation of new students want to be here. That's what we have to achieve as a community. That continuing strength that makes this such a special place. It is a very special place. This community is second to none when it comes to community pride, sense of place.

In regards to Hudson's police, fire, Highway Department and Town Hall staff, they must also be encouraged and supported by the Board of Selectmen relative to remaining dedicated and committed to carrying out their duties and responsibilities so that Hudson remains in the future the great community that it is so much today. That's what I would like to conclude on a good solid note and everybody - there are naysayers out there but everybody in the no knows that this is a great community. It is well run, well managed. We don't squander taxpayers dollars by any means. It's all planning and figuring out what we want to achieve. What we can afford to achieve and sticking to the plan. The whole idea for me staff wise is to work as effectively as possible, harmoniously as possible, as professionally as possible with everybody that I come in contact with. One of your questions was who are the employees that are going over and above. There are so many of them. To single any one employee out is to miss the name of another one. You guys see it all the time. How many awards do you give out for people that are really dedicated employees to this town? Again it's because it's such a special place and it's got a lot of great people working for it and living in it. Again I couldn't do my job if it wasn't for so many great people. That's all I have to say.

Chairman Maddox thanked Mr. Cashell.

C) Highway Department Review

Chairman Maddox recognized Road Agent Kevin Burns.

Kevin Burns indicated I do not have any prepared presentation. Basically I'm going to start where I started a workshop a few years ago. When I took over, I stated that we didn't need more people we needed better equipment. We have reached that goal of better equipment and I still don't feel like we need more people. I did want to reiterate what I said then at the workshop probably 3 or 4 years ago. We're full. We are at capacity work load wise. I get approached by people every now and then saying hey we have this project we'd like you to do in your spare time. That spare time no longer exists and I just wanted to remind the Board of that because I do get questioned for some fairly large projects that people want us to take on that I just can't do. Routine maintenance things that fall behind that we try to catch up on as best we can. The days of the spare timer are long gone. Budget wise I think we're doing well. I don't anticipate any problems being the goal of the parameters for the next budget. Like I said, I won't be asking for more people. I do have one smaller piece of equipment I need to replace that I'll be asking for on the budget. That's a new chipper. We're looking at around \$40,000. Our existing chipper is 30 years old. It's time to go out to pasture. It's probably not the safest piece of equipment any more. I think I'll also be able to fit that into the budget and stay within the parameters.

Mr. Burns said we have hired the new maintenance person for the senior facility and that's going very well. They seemed very pleased with that. We also this year is the first year we've had the Benson's people have money in their budget to pay my people on overtime to do their work which I had recommended as the most cost effective way to go instead of hiring more people or hiring unskilled people. The Benson Committee seems very happy with that. They supply us with a list of what they want done. We do it for them. I spoke to them yesterday and they seemed very pleased with it. Actually the next one they want us to do is the chimney, the barn. That's scheduled for Friday. I don't have a lot of problems. My department is at full staff so far. I have rumors that one of my most senior employees might be retiring soon. Other than that, I don't have any real problems.

Solid waste I think is going very well. Mr. Burns was very proud of the way the solid waste has gone. I was looking at the numbers today and between FY09 and FY15 that we just finished, the price has only went up \$10,000 which I think for \$1.5 million to have your cost only go up \$10,000 I think is pretty amazing. Other than that unless someone has any questions or subjects they'd like to discuss, I don't have anything else to add.

Chairman Maddox asked where are we in the cycle for solid waste. Kevin Burns said we have just entered the fourth year of a five year contract. Chairman Maddox said this is something we're going to need to be looking at coming up. Mr. Burns said I have already begun preliminary discussions.

Selectman Nichols said that she saw the new street sweeper. Beautiful job and it looks good. It's not that beat up thing that was sending dust all over the United States. It's really working very well. I saw it in action today. Mr. Burns said we received that in July and it's been in service since.

Selectman Coutu stated to Kevin as you know we've corresponded back and forth this past couple of weeks. Let me ask you a question something I was going to send out to you that I didn't. My understanding is that you - I don't know if you go out to bid or you have private contractors that do work at the School Department in the winter time. Mr. Burns said correct. Selectman Coutu asked could you roughly estimate what that cost is in your budget. Kevin Burns said the budget figure is \$25,000. This year we exceeded that by almost 100 percent. Without having the budget with me, I think it came in the \$40,000 to \$50,000 range.

Selectman Coutu wanted to make sure I understand that you said something in one of these e-mails where - because you know where I'm going with this and not because you recommended it. I told you I was going to go there. I'm not going to research. I should have researched it. When you print e-mails they print them the last one first and what not. Did you say that in the course of plowing the school property aside from what the private contractors do, what do we do we removed the snow and that you thought that was something we would have to continue to do. Mr. Burns said yes. I hire 3 contract plows and pay them out of my budget. I pay them hourly. They plow all the entire school district including the Administration building. They also plow the Library for me, and the old library, and that's about it. I need to augment them sometimes with my people. If it's 3 o'clock in the morning and I believe there's going to be school because I am involved in that decision, I need to get them done by 6 o'clock. I will pull some of my trucks off of routes and put them into the schools to get them done. My pickup trucks that are doing cul-de-sacs, dead ends, plowing town buildings. So sometimes I could have upwards to 8 trucks in there. The 3 trucks can basically keep the schools open and plowed the majority of the time.

It was Selectman Coutu's understanding that the School Department has 3 plows and they don't use them. Kevin Burns said yes. Years ago when we started doing the plowing, the School Department had no equipment so it was natural for us to do it as we had the equipment. Since then, they have recently bought a fleet of trucks with plows - 3 of them. They have a brand new maintenance facility at the high school for this equipment. They even have a sander for one of their trucks. They also have 2 full time year round groundskeepers.

Selectman Coutu thought if I could get the support of the Board and I'm prepared to make a motion that we should advise the School Department as early as possible that they are to do their own plowing in their school yards.

Motion by Selectman Coutu, seconded by Selectman Luszey, to advise the School Department as early as possible that they are responsible to plow their own parking lots starting this fiscal year.

Just to be clear, Chairman Maddox said effective October 1<sup>st</sup> they will be responsible for the payment of plowing their own facilities. Just trying to make sure that it's for this fiscal year.

Selectman Coutu wanted to speak to my motion. In the exchange that Mr. Burns and I had, we both understand that it all comes out of the same pocket. Taxpayers pay for it one way or the other. In principle I think it is unfair of the School Department who had a surplus of money to refuse to supplement the monies that he used and he went above the \$25,000 he normally budgets, they refused to give him one dime to supplement. What they did instead is they committed \$200,000 of the surplus for a couple of capital reserve funds which I understand and they still had in excess of \$200,000 which they returned to the town but they couldn't find it in their hearts as a way of saying thank you say to the Town of Hudson we understand the fiscal constraints that were placed on Mr. Burns' budget this year so we would like to contribute \$25,000 towards that cost. It wouldn't have cost them a dime to do that because we're not asking them to take it out of their pockets, it was out of the surplus which was coming here anyway. It's all the same pool of money I understand but it burns me to no end to think that they built a shed to house plows and other work trucks and they don't even use them. One of them I understand is a brand new plow and they're not even using it because they know Kevin will run down there. He'll have contractors do it out of his pocket and then he goes in with a payload or whatever we do and we take all the excess snow out of the lots. I mean I might even be inclined to say that they're completely responsible for all snow removal. I don't care what it is. We're not going to put our town trucks on that property anymore. We don't know what this winter is going to bring and if it's anything like - I don't know how the hell you guys kept the roads as good as you did. I hear it every year but more so this past year. How did Hudson do it? How did you get those streets so clean so quickly? It's just amazing and yet you were able to devote a lot of time to the School Department that probably could have been better utilized somewhere else had they put their plows out there and did it themselves.

Not in terms of their sidewalk cleaning and things like that, Selectman Coutu asked did they have a piece of equipment to do that or do we do that too. Kevin Burns said they take care of the sidewalks on school property. They have a plan that they shared with me. A lot of it is done by the janitors. The janitors actually have snow blowers and go out and do the majority of the sidewalks not the grounds people. Selectman Coutu said I have a plan too but anyway. That's the reason why I'm making the motion. It's tit for tat.

Selectman Luszey totally agreed.

Selectman McGrath asked for clarification. Could you restate the motion? Selectman Coutu repeated the motion. Chairman Maddox said we will certainly give them the numbers of the people that have been plowing their lots for years. Selectman Coutu asked why. Chairman Maddox said why not they're good. They're qualified. Selectman Coutu said let them figure it out.

Selectman Nichols stated you did say that they would have to plow their own lots and remove the snow. What do you want to do about that? Selectman Coutu said yes. Kevin are you on the same page? Kevin Burns said I can probably do the snow removal cheaper than they could. I'm thinking of the tax. I'd be willing to cooperate with them. Selectman Coutu said they haven't cooperated with us. Mr. Burns indicated they never cooperate with me. Selectman Coutu said let this be a lesson.

Chairman Maddox thought this is going to be looked upon by some as just taken out of one pocket to the other. Unfortunately we know sitting here that we had to find \$150,000 in our budget. We cancelled projects. We didn't do things because Mr. Burns went through an awful lot of snowplowing money. Selectman Coutu indicated it wasn't a wish. It was an absolute necessity. By them not contributing as we asked way in advance, we couldn't do some things. We really should have put in a tower at the police station to fix that issue but we didn't have any money left over so that's what we didn't do. I think this is not tit for tat. This is just good financial management. If they have manpower and equipment, why should we be eating up ours to take care of their problem? I will support this motion. I think that, again, I know that there's talk we use their fields. We still have 3 police officers...Selectman Coutu said we use their gymnasiums. They're hanging that over us. Let them tell our kids, our citizen's children in this town that we can't use their facilities. Let that be a message from them. That's fine.

The only thing Chairman Maddox would add is are you going to go for a second motion to the library and make them do their own also. Selectman Coutu asked we do the library too. They don't have a plow though. Hire a contractor? Selectman Luszey noted they don't give us anything either and yet they offer free membership to anybody who wants to come get a library card from out of town. I think they should.

Vote: Motion carried 5-0.

Motion by Selectman Coutu, seconded by Selectman Luszey, that we inform the Library that they will be responsible for paying for snow removal to their facility.

Selectman Coutu said, again, it's a situation where Mr. Burns is expected to do everything year round for everybody. It's time we take consideration for Mr. Burns and his people who are exhausted at the end of the day. All of these additional jobs that they're doing requires him to pay these people additional hours of overtime. This is going to be a tremendous relief on his budget. The library seems to have found money to open on Sundays and pay employees who are willing to work on Sunday's time and a half. You know you can fine that guy \$6,000 to put a book drop down the south end of town which I don't think you're going to see 30 books dropped in there in the next two months. Everybody seems to have extra money except us and year after year, we're the ones who are shouldering the burden. It's time that each area be responsible and show realistically what they need to operate and I'm sick of us supplementing all of their budgets through Mr. Burns.

Chairman Maddox commented you won't hear any arguments from the Chair. If you have not yet done it, it is an interesting ride along. Go do a plow ride along. I got to tell you that it was absolutely eye opening and how those guys do it for the amount of time that we expect them to get all the town roads done is absolutely amazing.

Vote: Motion, carried 5-0.

Kevin Burns said the one thing I'd like to say is my men and women do an incredible job and that's how things get done so efficiently. I have good quality people top to bottom.

Chairman Maddox asked how is the ticketing situation out at the landfill going. Mr. Burns said fine. It's still saving us about 50 percent annually. I don't get any complaints. It has really eliminated the contractor trash, the out of town trash. It's worked well.

Selectman Coutu asked is it next year Kevin that we begin the renegotiations for...Mr. Burns said yes. We just began the fourth year so we have this year and next year. I've already reached out to start some preliminary negotiations. Selectman Coutu said either that or are we going to look at others as well. Mr. Burns said it depends on how negotiations go. If I think we get a deal favorable to the town, I will bring it to you people to see if you agree with me. If I think we don't get a favorable deal, I will come to you and ask permission to go out to bid and then we'll reach out to everyone who's interested.

Chairman Maddox stated I would also be remiss if we didn't say that we would ask you to pass along to Pinard for their work for the town. I think that if any of you that have been behind one of those trucks. I've seen the guy get out of his truck and pick up trash. The cooperation that they give us as far as picking up the town buildings, going to places I wouldn't want to back a trash truck out of to do some of these little narrow streets and all of that. They do a hell of a job for the town. Again I think that they were a good choice. They have seemed to work whenever we ask them to help us out with various things in town they have stepped up. Benson's and all those things that we've looked at. Again I think that there's another thing where Mr. Burns has negotiated contracts that not only benefit us financially but also have a working partnership with these people that you don't see in a lot of other communities.

Kevin Burns said you know I've been doing this a long time and I've dealt with the national firms working in town. Pinard's been great. Whenever we ask them to do something above and beyond, it doesn't come with an additional bill. They're always willing to work with me where as other companies in the past they'd be willing to help us out and 30 days later the bill would arrive. There were no freebies. Pinard is very cooperative with helping us out on different projects like you mentioned.

Chairman Maddox asked when the plows go on. Mr. Burns said he started working on the sanders and the plows. It takes about two weeks to totally go through a complete truck. So we've already started switching them from summer to winter mode.

Selectman Coutu asked are the plows holding up well. We didn't have too much damage last year did we on any of the blades. Kevin Burns said yes. We went through a lot of blades but when you have a lot of snow you don't have a lot of damage because the only thing left out there to hit is the snow. It's when you're plowing when there's 2 inches of snow that you cause a lot of damage, hate, and discontent.

D) Finance Department Review

Chairman Maddox recognized Finance Director Kathy Carpentier.

Kathy Carpentier stated I'm going to try to go a little between the first and second presenter. I did send out what I believe was a short presentation to kind of tell you who we are. I am Kathy Carpentier the Finance Director. I've been with the town for 15 years. I have a Senior Town Accountant. She's been with us for 12 years - Lisa Labrie. Kathy Wilson has been here the longest in my department. She's the Human Service Specialist. She's been here 19

years. Cherie Hebert, Senior Accounting Clerk less than one year but she has an extensive background in accounts payable and payroll. Valerie Marquez the Water Utility Clerk and Barbara O'Brien the Part-Time Water Utility Clerk.

The next page is the most interesting Ms. Carpentier believed. It's kind of what we do. There's a whole gamut of things - financial planning looking at the expenditures and revenues; tax rate setting, budgeting, audit prep., cash and debit management, town poor management, accounts payable, accounts receivable, payroll, employee services, water, billing and collections, Budget Committee liaison, Trustees of the Trust Fund staff liaison, and resource desk. We do spend a lot of time helping other department heads or employees asking them questions, giving them resources, helping them do their job. I sometimes find a good portion of my 8 hours is spent helping others get their job done well and efficient with answer or spreadsheets and that type of thing.

In the last year or so, Ms. Carpentier indicated what we've done is we just hired the new Senior Accounting Clerk as I said. She came on board with a wealth of experience but going from the corporate world to the municipal world as I personally know is a big culture shock. We kind of work a little differently in the municipal world even though finance is finance, paying bills is paying bills, a lot of different rules in the municipal world.

Kathy Carpentier mentioned we began recognizing fixed assets and depreciation for the audit kind of it's partial of GASB 34. For years I've been trying to get compliant with GASB 34. This was a piece of it. I was able to start that road without incurring any incremental expenses which I think the Board was opposed to. I say recognizing fixed assets what we've done is primarily done what's on our property and liability. We haven't done infrastructure. Part of GASB 34 is also putting a fixed asset and depreciation on our roads, and pipes, and we haven't gone that far because that's going to cost some money to get done. As you'll see, I probably hoped to take that on some day.

Selectman Luszey noted I read the last audit report and I actually went to KC thinking there was an error. I think I went to Steve too because they had a building depreciated at 100 years. I didn't realize that in government you can depreciate a building for 100 years. It wasn't a type. Kathy Carpentier said pretty much this building is not going anywhere. Another thing is recognizing other post employment benefits for the audit. Another GASB 45 compliance. Looking at benefits that an employee accrues as they're going through their job as a benefit at the end. So there's a liability for that and recognizing that. We're trying to keep up with GASB and for that our Government Accounting Standard Boards for those who know the acronym I'm throwing around.

Ms. Carpentier noted we started re-implementing the water meter replacement program. One of the Town Engineers, I don't even know which, we started it and it kind of fell by the wayside so we started picking that up again and that meaning the Water Clerks working with the Town Engineer.

One of the biggest accomplishments Ms. Carpentier thought this year with the Fire Chief Buxton is implementing the ambulance billing disposition policy. A feather in our cap that's been an audit comment for years now. I'm glad we can scratch that off the list. The biggest active thing I've been doing in the last 6 months is creating and sharing the Healthcare Committee - spending a lot of time and effort on that.

Before you leave that page the water meter replacement program. Chairman Maddox knew that was something that was started with Pennichuck and then they found out that the wires weren't where they were supposed to be. Where are we now as far as this implementation? Are we 10 percent done? 20 percent done? What are they doing? Kathy Carpentier said I don't know that I can fully answer your question as best as the Town Administrator maybe but we're just replacing the oldest because of lead. We're not doing what I believe you're speaking of with the drive by. Chairman Maddox said okay. All we're doing when we're re-implementing water meter replacement is just the oldest water meters. Steve Malizia indicated we have water meters that are approaching at least 20 years old. They lose their or it's perceived that they could lose their effectiveness. They've been slower as time goes by. We are replacing them. There's also a requirement under the Safe Drinking Water Act there is new meters that you have to use that have no lead in any of the brass or any of the other fittings. Basically we've had to replace meters. As we're replacing these meters, we're replacing them with these lead free, and I don't want to alarm people. There's not copious deadly amounts of lead. The standards got tightened up. We are basically on track to replace meters in a 20 year replacement cycle. In doing so, Chairman Maddox asked are we going to be doing something that will be able to be read externally. Mr. Malizia believed they're going - I'm not sure if they're going into the property and putting the wires in because they have to go into the property at that point in time. Chairman Maddox said why would we not do that. Mr. Malizia believed they're capable of that. I think they did a 20 percent approximate replacement at the get go. There was a 20 percent approximately replacement but then they got into the ones that our predecessor did but they cut all the wires. Chairman Maddox noted they said they were going to do that so that they wouldn't be able to be read. The guy that put in mine said that right out to me.

As Selectman Coutu said, Kathy Carpentier said we're not going down the street doing everyone's and now that can be electronically read. We're just going by the oldest meters so if this house is older, then his neighbors - he got one but the next five neighbors might have not hit the replacement schedule yet. We're only doing 250 to 350 a year. It's going to be a while to get to 6,200 meters. I don't mean all 6,200. As the Town Administrator said, it's going to be a 20 year replacement plan.



Chairman Maddox asked do they have the capability in the future to be able to be read externally. That was Steve Malizia's understanding.

Town gross appropriations. Kathy Carpentier said these numbers I'm just throwing out there. \$31 million is being spent not on tangible goods. Some of the money is just being transferred to like the County and that type of thing. That's going all through our office. \$31 million is being spent and revenue of \$15 million coming in. We're paying 220 weekly employees and some of those are crossing guards that are very seasonal or summer help that's seasonal. We pay about 120 vendors as you know by your manifest every week and we process 6,350 water bills. That's billing on a monthly basis and collection of. We're doing water shut offs. We're down to probably somewhere in the range of 30 and we get it down to about 10 shut offs a month which is a good thing. We still have an issue there. At some point, we need to address going after tenants because tenants just skip town on us so that's where we've got to concentrate getting them before they leave. We're increasing our receivables unfortunately there. So that's a weakness we'll be working.

Chairman Maddox said if the water is turned off and the landlord wants to rent to another person, wouldn't they be calling us. Ms. Carpentier said yes. Selectman Luszey said \$85 recharge to start it back up. Chairman Maddox said it's \$125 to get it turned back on. Ms. Carpentier said we don't turn it off just because that person skips. That's why I'm saying we have - it's not based on the homeowner. It's based on the tenant so you can't hold the homeowner - the way our policies are written, the homeowner can't be held responsible right now for the tenant's usage because it's a consumable. It's a policy that needs to be addressed. It's not a new policy. That's something we'll be working on.

Selectman Luszey indicated said it's also a part of RSA 54 A & C. Chairman Maddox asked which says what now that you've tossed it out there. Selectman Luszey said the tenant if you have a written lease what they're responsible for you can't go after the property owner because it is a consumable.

Selectman Coutu noted the lease agreement is between the landlord and the tenant and not between the landlord, the tenant and the Town of Hudson Water Department. Selectman Luszey said "oh yeah". If utilities are not included in the lease, they're the responsibility of the tenant and that's why you have to go after the tenant and not the owner.

Chairman Maddox asked to stay on water bills because we're having so much fun so far. With 6,350 a month, so you're spending \$350 to mail those. If we went to every two months, I mean you don't have - you're down to probably 10 to 15 people you're shutting off. Is there an advantage to going to every other month so that the people don't have to write a check for \$14.80. Kathy Carpentier thought you run - I'm going to give you my personal opinion because I've had conversations with Town Engineers about this. We have a lot of people that the bill might be \$20 for these 8 months but then I come over the summer and I'm watering my lawn, washing my car. It could be a \$200 bill. So if that person doesn't pay, we're increasing our exposure. They have to be 3 months past due of \$50 past due and then we have to notify them and then do it next. So 3 months goes by before we can shut you off. You could potentially have 6 months of bills due. If you get over a summer period, that bill could be up to \$500 to \$600. So that was my opinion but I do know one Town Engineer at one point wanted to kind of tier it where you could tell somebody who was an outside water user. So there would be a rate for one and a different rate for another. That was 10 years ago. I had that conversation with an Engineer here.

Steve Malizia said when we took over the utility 18 years ago, the utility was billing at one point every 3 months. They had to go to monthly because would get their water bill every 3 months and say \$90, \$100 and people don't always plan for that. We took the bill over and we do it monthly. We cut the bill by 10 percent. I hazard to guess if you go the other direction which is your prerogative and the bill doubles because it will be two months or triples because it's three months, you will be instantly accused of raising the water rates. It's a consideration. Bills will go up and people will get their bill and say geez its \$90 it used to be \$30. I don't know if that's going to be an issue for some people to pay that from a cash flow perspective. I realize it costs money to send it out but the ratepayers pay for that as part of the water rate. Whether we send it out every quarter or every two months from a cash flow perspective, from a collection perspective, it might put more of a burden on that part of the system.

Kathy Carpentier said my last page just pointing out other external factors. These can change my whole course of a year, month, day. If NH Retirement System comes up with a new policy and now I'm chasing people who have police detail and they were hired prior to 7/1 or after 7/1, so all new reforms like healthcare reform that's going to be a big thing. We're going to have to report come this January each employee what they have for health insurance, how much was paid for their health insurance. Not how much Kathy Carpentier but if I have a family plan and it costs \$20,000 a year, it's going to say every month that a premium was paid. It's more reporting that the IRS is doing. So that's going to be second tail end of this calendar year for me the healthcare reform. Even though we won't be getting excise taxes year, there's a new thing that we're working on under the Affordable Care Act. The same with Government Accounting Standards Boards, they come with new standards all the time and we're trying to stay on top of them without increasing our work force. I find that this was just an overview of my department. I have a \$400,000 department pretty much just staff. The audit expenses and the copier expenses are in my department. I don't have any new initiatives that are financially driven. So I'm not asking for more money. I believe my staff does a good job getting through the workload and the multitude of tasks that are under my department.

Selectman Coutu asked do you know how many sewer bills go out every month. Kathy Carpentier said its quarterly and it's about 5,100 - 5,200. It's less than the 6,300. Selectman Coutu said the reason why I was asking I was questioning why you had a full and part time Water Utility Clerk versus having one full time Sewer Utility Clerk. Ms. Carpentier noted we send out 6,000 bills 12 times a year and she sends out 5,000. Selectman Coutu said I see it now. That's the justification. I'm good. Ms. Carpentier thought that the sewer, at least in this town, because she's under the property tax rules and she doesn't follow the same rules as our water utility, like everything is attached to your property. She's got some better operating rules because it's under the property tax rules. It's under the Tax Collector.

Steve Malizia said you can lien the property which goes to the Tax Collector to collect that. There's no practical way to shut sewer off as there is with water. It's warranted basically. Well you could put a big plug in it but its' not always the best thing to do. It's warranted to the Tax Collector so her process is a bit different than the water utility process. Like I say if you have tenants, tenants come and go. Most of the homeowners or the property owners stay the same. So they're not always changing the account. It's to the property owner. I believe a few years ago that we had a warrant article to put that part time person on it because our collections were lagging. We were not on top of the shut offs. We were not doing a very good job of that. I think that's much improved. You see the reports every month. You get the data. They've really narrowed that list down to probably 10 or so a month that they actually physically have to go shut off.

In sewer bills Selectman Coutu said if they don't pay it we can lien their property. Mr. Malizia added with interest. Selectman Luszey commented if we shut the water off there will be no sewer. From a practical perspective, Steve Malizia said it does decrease the flow.

Selectman Luszey asked on the billing can that be automated. Do they physically do the bills? Like when you say they do 5,000 bills a month and 6,000 billings a month are they doing the stuffing and the folding or is that automated. Kathy Carpentier said I'll try to quickly say we have meter readers who go out and read all the meters in town, then we upload the stuff into our software. The bills are created. We do print them all out here. We have a heavy duty printer and the 6,000 bills spit out. We do send it of to a mailing service which is about a penny more than sticking a stamp on it. However, they're folding it, stuffing it, and mailing it for us. So I always look at the cost. We're paying like a little more than a stamp would be so we utilize that mailing service.

Selectman Luszey asked have we looked into offering consumers the ability to have automatic withdrawal from their checking account. Ms. Carpentier said we don't have that capability yet. What we do have is we started an on-line payment so people are able to on-line pay. So I could go into my checking account and pay my water bill or I could go into invoice cloud which is different without having my bank pay it and have it paid. I can set it up as auto pay. I can also say paperless. I don't want to see that bill any more. I don't have the statistics. I'm sorry I'm not prepared for that. It's not viably used. I wouldn't say 5 percent of them are 6,000 customers are using it. There's a low turnover. Some people are using it as a service we put out there for water, sewer, property taxes, dog licenses. We're beginning to do some credit cards not from their home but recreation fees. We're trying to offer more option for people to pay.

Selectman Coutu had a question on credit cards. Is it true that we're not accepting VISA? Because of fees? Kathy Carpentier didn't believe I could speak to that. I'd have to follow up on that. Selectman Coutu indicated VISA has the lowest fees of all the credit card companies. That's why I don't understand. Ms. Carpentier said I would like to promise you an answer to that question because the IT Director and Patti Barry were mostly the ones running that project. I'm not as versed on it. I believe it is something to do with some financial but most people do have VISA. I understand that. I will find that out.

#### E) Fiscal Year 2017 Board of Selectmen Budget Schedule

Chairman recognized Finance Director Kathy Carpentier.

Kathy Carpentier said I like to get the ball rolling on your behalf and I did check with Donna Graham the Executive Assistant. All I did was copy and paste pretty much what you did last year. If there was any big concerns - I did move one department head. I moved Assessing from what I call day one to day two. Day one was a little heavy last year. He's still first on his night but he becomes on day two. I haven't run this schedule by anyone. All the department heads aren't aware of all these dates or anything yet so there could be some slight changes. Overall I wanted to know if you see any issues or concerns here. The only thing that's really not set in stone is the actual Deliberative Session. I don't think you need to do that right now who goes first or second. I did reach out to the school but I'm not sure they discussed it. I haven't heard anything back from them.

Chairman Maddox asked didn't we swap off last year because they had some event. Steve Malizia indicated they had the Penguin Plunge. I believe they ended up going second. Chairman Maddox said they wanted us to go first because they were plunging. Now they'll be School Board shoveling. Selectman Coutu said they will the first this year. Ms. Carpentier believed it's up to the governing body to decide on the Deliberative Session. However I believe

there's two governing bodies. Selectman Coutu asked who. Ms. Carpentier said them and you. Selectman Coutu noted we're the governing body.

Chairman Maddox asked does anybody have any issue with the presented schedule. Selectman Coutu said yes. I will be on vacation October 17<sup>th</sup> through the 24<sup>th</sup>. That's when most of the important departments are being presented. It's all of them. Chairman Maddox asked the Board does the Board wish to move it around. You'll be some place nice and warm and we'll be here being somewhat nice and warm. We could do the 15<sup>th</sup> and then have to wait until the 20 whatever. Selectman Coutu said I certainly would like to be...Kathy Carpentier interrupted and said I just get a little concerned because we really back into these things. The Budget Committee we need to have by 11/13. There's not a lot of time between 10/15 and 11/13. You have one month to get this all done. Then you have to stop knocking off your Tuesdays because you have all of your regular Tuesday meetings. So you just get a little crunched for time. I'm not saying there isn't one here but. Selectman Coutu said not that all of these are not important because I can watch a lot of it on television and come back and make recommendations for slashing the budgets if need be. Fire, Police, and Recreation I would like to take a part in.

Chairman Maddox noted that's on the second night and Police and Recreation are on the third night. Where are we going to have our conference on budgets?

Steve Malizia asked so you're not available the 17<sup>th</sup> through the 24<sup>th</sup> including those two days. Selectman Coutu said my wife and I are leaving out of Logan at 8 a.m. on the 17<sup>th</sup> and we're returning at 10 a.m. on the 24<sup>th</sup>. Mr. Malizia asked do you want us to try to maybe see what we can come up with and come back to the next meeting with it. I don't want you to try to struggle. Your preference if I heard you correctly would be for your full participation of Fire, Police and Recreation. Selectman Coutu said yes if you could squeeze them in the week before.

Kathy Carpentier indicated the big thing was we call them the "big 3" and we have one on each night. Selectman Luszey said the big 3 on the first night. Chairman Maddox said NO. Remember our thing about not being in until 2 a.m. Selectman Luszey stated we shouldn't be here until 2 a.m. because they should be coming in flat.

Selectman Coutu asked to have one of them with the Recreation one night and then the other one with all these other piddley little things here. I shouldn't say that. They're not piddley little things. The Conservation Commission is going to take all of 5 minutes. Chairman Maddox said maybe because I have asked they're going to be in on the workshop on October to go over anything that they might be looking to spend money on in the coming budget. Selectman Coutu said whoop-de-doo. What are they going to do buy somebody's property? Chairman Maddox indicated there's always a discussion. Selectman Coutu noted it's not happening. Don't we have to approve that?

Chairman Maddox told KC why don't you and the Vice-Chair get together and see if you can work out something that flies. Kathy Carpentier said the reason I was confused is do you want Steve and I to try to figure it out knowing you can't meet that whole week. That's what I was saying. Selectman Coutu said I don't have to be at all the others. I can watch them on TV. I could even skip Recreation because I know what Dave is coming in with. It's a clean cut budget. He may have one other recommendation. Recreation, Police and Fire I'd like to attend. Chairman Maddox noted you're missing two meetings so we're going to have to...Selectman Coutu questioned I'm missing two meetings? Ms. Carpentier noted 20 and 22.

Selectman Luszey asked why can't we do those two after he gets back. The next big date is 11/6 the prep of the books. Kathy Carpentier said technically 10/29 because you never finish on time. I'm looking at my calendar the 26<sup>th</sup> is wide open. It's a Monday night. Selectman Luszey said we did it the week of the 26<sup>th</sup> through the 29<sup>th</sup> those two. Kathy Carpentier indicated this is what happens. If we move one to the 26<sup>th</sup> it's a Monday night, Tuesday you have a regular Board meeting, and then the 29<sup>th</sup> you have a wrap up meeting. That's three nights. I'm okay with it. Selectman Coutu indicated the wrap up meeting takes all of...Selectman Luszey said 5 minutes. Kathy Carpentier said it was 3 hours last year. Chairman Maddox said work on that and we'll deal with that at a later date.

6. ADJOURNMENT

Motion to adjourn at 9:19 p.m. by Selectman Coutu, seconded by Selectman McGrath, carried 5-0.

Recorded by HCTV and transcribed by Donna Graham, Recorder.

HUDSON BOARD OF SELECTMEN

---

Richard J. Maddox, Chairman

---

Roger E. Coutu, Selectman

---

Pat Nichols, Selectman

---

Marilyn McGrath, Selectman

---

Ted Luszey, Selectman