

HUDSON, NH BOARD OF SELECTMEN
Minutes of the June 2, 2015 Meeting

1. CALL TO ORDER - by Chairman Maddox the meeting of June 2, 2015 at 7:00 p.m. in the Selectmen's Meeting Room at Town Hall.
2. PLEDGE OF ALLEGIANCE - led by Selectman McGrath.

3. ATTENDANCE

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

Staff/Others: Steve Malizia, Town Administrator; Elvis Dhima, Town Engineer; Rob Buxton, Fire Chief

4. DISCUSSION ITEMS

Chairman Maddox noted that this is our workshop. The idea of this is to get an overview of the departments that do all the various functions within the town government. Tonight we start off with the Engineering Department.

Department Reviews

A. Engineering Department

Chairman Maddox recognized Town Engineer Elvis Dhima.

Good evening Mr. Chairman and members of the Board. Elvis Dhima noted that you have a package in front of you that the Engineering Department has prepared. I hope you had a chance to look at it. If not, we can go over it item by item. I was going to ask the Chair at this time to kind of agree to how we're going to forward. Would you like me to do item per item and do a quick description, take questions, and move onto the next item?

Chairman Maddox was hoping you're going to do is first off I found this to be very entertaining I'm going to say. It wasn't really dry. It kind of gave an overview of all the things. I would like you to hit all of these numbered items. Maybe not read it verbatim but I would like you to start with the top, the front page, and the people in your department Sir.

Elvis Dhima said during the time I'm doing the presentation, please feel free to interrupt me with any questions you might have at the time so you don't have to wait until I'm done. I'll start with the staff. The Engineering Department consists of myself full time, Town Engineer; Doreen Stickney, Administrative Aide - full time as well; and Gary Webster who's been here a long, long time - up to 24 hours a week. He's at the position of Civil Engineer.

As you can see on the second page, Mr. Dhima said we pretty much through private development, landfills, drainage, sewer, water infrastructure, bridges, and pretty much the remaining of the items. I'll start with the private development. Private development - it's been busy in the private development. We have a lot of new developments happening right now. A lot of 55+ communities. They're very popular right now. The Engineering Department is involved in this particular section of the report by doing inspections, providing support to the contractors for utilities in the area such as water, sewer, and drainage. Gary Webster supervises all the inspections that have to do with the sewer and water. Those results are kept and used for final acceptance by this town municipality and this Board. It's a very important part of what we do at the Engineering Department part of that as well as record keeping. Do you have any questions at this time?

Chairman Maddox had a comment. I think the one thing you need to - you're not only explaining to the five of us but you are explaining to the citizens. I think the one thing you skipped over is all those inspections are billable. Your 24 hour person is billable for probably...Mr. Dhima would say right now Gary Webster is probably billable - his hourly rate is \$75 and also we charge a per linear foot for sewer and water. Gary's billable hours vary from 50 to 75 percent depending on how busy his weeks are. Sometimes that inspection phase if you want to call it even though he's not 100 percent billable, he brings a lot of work in the office that we really don't feel like we can charge our developers but it's associated with the work he does in the field. He takes notes and then he brings some of that in here. He's \$75 an hour and myself if I have to go in the field which I do sometimes is \$85. Our interns as well at \$45 an hour I believe. Our inspections is self-sufficient right now.

Just to be clear, Selectman McGrath said that's not your salary. It's what you charge people that need your assistance for inspections. Elvis Dhima said yes. That's not my salary or Gary's salary for that matter. Thank you for clarifying that.

Landfills. Elvis Dhima noted we have two landfills. We have one at Burns Hill Road and West Road. We manage those every year to maintain ground water quality. We have sub-consultants that does that for us. Recently as you can recall most of the members we encountered a particular element in one of our landfills for Dioxene. We submitted a package to the State of New Hampshire DES about our plan to sample ten (10) wells around this site. That was approved by the State and we sent letters out to our residents to notify them that we'll be coming in two weeks to take samples of the faucets. We do not expect any issues. I haven't received any phone calls yet. The

letter was sent out and it was clear that if they have any concerns they can let us know - the Engineering Department. I'm hoping that all the results will be coming negative for this particular compound 1,4 Dioxene. With that said, there's been some talks about utilizing one of our landfills in this case it's the West Road. There's a lot of real estate there that can be used to get some revenue by solar panels. We did get an official quote. We can do some requests for quotes by firms that do this kind of work and will cost the Town \$3,000 to \$5,000. So if this Board ever decides to pursue that, we can do that. We have the ability to do that and we can do that fast. The revenue for our particular landfill is approximately \$11,000 a year if we ever actually pursue this.

Selectman McGrath indicated you just said that we'd have to pay \$55,000 to obtain quotes. Elvis Dhima apologized and said \$3,000 to \$5,000. So it will be an engineering firm that can put the package together, the specs, everything that we as a town would look for in a firm coming in and installing this for us. There will looking in our interest to make sure we get a decent product and everything will be safe. To put a bid package together, it will take about \$3,000 to \$5,000. We had a meeting previously with one firm. The Town Administrator and myself were told that best case scenario we can bring half a megawatt of system in that can generate up to 11,000 a year. That is Appendix A.

Steve Malizia said it was just a rough order of magnitude to get an idea of what the potential is. This is for West Road. Burns Hill Road is slightly different. The closure plan required vegetation on the surface which vegetation means trees, thickly wooded. You won't be able to clear cut that to put any kind of solar farm there as it's actually against the closure plan for that particular landfill. The one in question or the one in contention would be West Road. West Road as you recall was capped many years ago, has a membrane cap on it. I believe there's an airplane club that flies planes up there. A lot of us see the front part when we go to dump day. This is some of the real estate in the back. Just based on an estimate, again, this is only an estimate, it looks like we may get a ground lease of \$5,000 a year and maybe you'll be able to save a penny on our electric rate. That penny would be sold back to the market. We don't really have any facility close by there that we're going to power sort to speak. We had some conversations with the DPW Department in Peterborough as an example. They have their wastewater treatment plant right next to their old landfill. So they're able to power that wastewater treatment plant with the power they generate from the landfill. We'd basically be selling it back to the grid and I believe the return is something like a penny. Just to remind everybody, we also entered into a contract for our electric rate. The supply side we're locked in until the end of the year at I think 7.85 cents. So we're in a consortium. My understanding is you'd basically get a penny off that rate. When we look at the estimate here, it appears on an annual basis you're somewhere in the low teens - 10, 11, 12, 13, 14. That's what it appears based on the size of the location and the power that could possibly be generated. What Elvis is saying is if we wanted to put out an RFP that specked out everything, he has an estimate of about \$3,000. That would be put out and you'd attract bids. If this Board wanted to enter into a contract with somebody, you could pick the best bid. Maybe there's a little bit better rate. Perhaps maybe there's a better ground lease. Most of them are probably looking at 20 years if they install this equipment. At the end you get the equipment and in the end it's probably pretty worn out from what we're hearing. Some of the preliminary research he's done.

Elvis Dhima said they can take it back. There is other options. Different companies do different things. Some of them can take it back if you do not want to extend the contract.

Selectman McGrath asked in the executive summary of this proposal by NHSolarGarden they talk about at the very bottom of the first paragraph talk about the excess generation to be shared with town buildings, schools, and/or town residents. If what Steve just indicated is so, then the residents and the town really wouldn't be getting the electricity that they would use would not be reduced by this in addition to what they were going to pay for a lease fee. Is that correct? Elvis Dhima said the revenue would only be for the town. So what they're saying is that they want you to have that demand for the electricity they're going to produce and if you do, then they'll give you back a rebate of a penny and this could be used by any facility within the town. They can do what they call a net metering. So you have some coming here and some coming out over here. Overall if you use all of it within the town.

In English, Steve Malizia said what it does is basically you're selling power back to the grid. As you are well aware, the power comes from all different places. We're not going to hook this up to your house, my house, or anybody else's house. Selectman McGrath noted Town Hall or any of the municipal buildings. Mr. Malizia said it's too far away. What you're going to end up doing is net metering what that basically means is you're selling back what you produce and it goes into the grid. I believe you get a penny credit for every kilowatt hour of that. Again we don't have facilities located right next to our landfill. Again if you wanted to do something with each building, that might be a different story.

Selectman McGrath said when I read this what immediately popped into my head was the concern about the cap that exists on the landfill and if this would damage that in any way so that then we'd be forced to recap the landfill which would be really costly. Elvis Dhima commented that's a very great question and that was actually asked at the meeting. The way this panel stands on top of the surface is by a concrete slab so they will not penetrate the ground whatsoever. What they do is they kind of build benches so the panels will sit on. There will not be any work whatsoever done within that to compromise the membrane. Selectman McGrath said the weight of those panels or the weight of the concrete wouldn't damage the cap at all. Mr. Dhima was told there wouldn't be an issue no.

Chairman Maddox noted it says on the paperwork that you gave us that it assumes that the town will install three phased power. Do you have any idea what that's going to cost? Mr. Dhima said we're not going to spend any money. We told this particular company that showed interest at the time that they need to confirm if it's a single phase or a three phase. If it's a three phase, it means more money. If it's a single phase, it means they're going to have to put a smaller panel system in there. I think it's \$200,000 versus half of a megawatt. They'll have to confirm that and the way we left it at and for everyone, we would not put any money up front or I wouldn't recommend it to the Board. If they want to do this, they need to show us that they'll do everything up front and we would just want to see the revenue. We shouldn't have to spend any money to get into this.

Steve Malizia was just going to make a point earlier that one of my chief concerns was you don't want to penetrate that membrane. That was a closure where as you recall DES many years ago and I believe it was either federal funds or DES funds involved. Again one of my hesitations about going and sinking all kinds of solar panels is you penetrate the membrane, you've just violated god knows what requirement that you had. I share your concern and I believe if we were to explore this we'd need to make sure from an engineering perspective that that can't happen. I can't guarantee that but I'm assuming a competent engineer that specializes in this such as GZA our consultant would tell us that. You do not want to compromise the membrane. That's a closed landfill.

Selectman McGrath indicated if it were damaged there would have to be significant penalties that would insure as much as you can that there wouldn't be any damage.

Steve Malizia said when I look at this from just the perspective of just a very simple math, it seems like it's more risk than maybe reward looking at what I would consider to be a modest return or a modest amount of money coming back to us. I'm not saying that it's not worth \$11,000 but I think there's a lot of risk to get that \$11,000 on an annual basis. I think we've done better with the power we're buying at a reduced rate from the 9 something or whatever Eversource is charging down to our end. I think we're actually doing better off on that and electric bills have been driven down. I'm not against solar. I'm not trying to make a stand on solar. I'm just saying my concern on that location there may be more risks than we might be willing to shoulder.

Selectman Luszey wasn't sure. I wouldn't go with this because if you read the executive summary just getting back to Selectman McGrath's statement about residents. If you read that last sentence, it says "our other solar gardens in the area". They group all of the net savings together under the new GNM law. If you read through that very carefully what this company is expecting is not just the use of the word town in this particular paper the way I'm reading it is not the municipality but the entire community residents included. They'd be looking for residents to be putting up solar panels on their house and the power generated by those including the ones that the municipality would install would then get a rebate. This to me needs a whole lot of work before I'd even entertain it.

Again Chairman Maddox thought you've now taken us into the weeds. I think it was nice overview but I think that this is something that we need to move on from here. I think you need to do more research and come back. It was a nice idea but again I think we're getting into the weeds. Elvis Dhima said he wasn't here to make a decision. I just wanted to throw it out there because there's been a lot of people talking about it and I just wanted to make the Board aware of this and what can be done, and cannot be done, and what's really in it for the town because a lot of people are under the impression there's a lot of revenue out of this and we should be on top of it. We've looked into it and it's not the case as Mr. Malizia said. That was my intent not to make a decision but to make the Board aware of that. We have looked into it. There's not a lot of money that is going to be like \$50,000 a year and we should be all over it. That was my intent not to make a decision.

Drainage infrastructure. Elvis Dhima said overall when it comes to the drainage infrastructure I believe we're in really good shape as a town. The only obstacle or the only challenge that we have in front of us is the new regulations that are coming in front of us at the end of 2015 which is a new MS4. Currently we're operating under the 2003 MS4 rules and regulations. The MS4 is really the general permit for storm water discharge. Any water that comes from the road that gets collected from catch basins and drainage that gets discharged into certain brooks. We have a section in Hudson and it's under MS4. So we will be required to look at the new regulations and comply with them because it is EPA regulated. As I said, they're coming out at the end of 2015. We have a number in place that we are planning to carry through the next couple fiscal years and hopefully we can come up with a plan of attack and assessment. The Engineering Department has done a great job in the past doing all the legwork, accumulating all the data associated with the drainage pipe, catch basins, drainage manholes, the current situation or conditions, the pipe size, the material which is a significant amount of legwork that most of the towns around us have not done. As far as that goes, we're in great shape.

Chairman Maddox stated you say there's 40 miles of drainage pipe. Mr. Dhima said it was approximate. Chairman Maddox said you say there's 40 miles of drainage pipe. Mr. Dhima noted it's approximate. Chairman Maddox said everything tells us we have 200 miles of road so only 20 percent of the town has drainage? Mr. Dhima said you have to keep in mind not every line of road has drainage associated with that. As you get further out to Pelham, we only have crossing the roads but just because we have 200 to 300 miles of road doesn't mean that we have linear footage for drainage for every single mile of that. We have a lot of crossings. We have a lot of closed systems. We also have a lot of private ones that we do not maintain that they're privately owned and privately maintained by associations. It's

been our custom I guess at least since I've been here that the new subdivisions we tried to put that on the developers because we have enough to - or I should say the Highway Department has enough to take care of in town. So put that on the developers.

Chairman Maddox gave kudos to your predecessors and hopefully you'll follow through. The interns did a lot of this sloshing through mud, poison ivy, and any number of other things with our GPS unit to put this all on a map. Again I think you're right. We're ahead of the game with that. Are the interns on track for this year? Elvis Dhima said since I've been here, I've tried to put all the information that they have collected in the past 6 or 7 years into one master plan and we've achieved that. Based on what I can tell, we've done about 90 percent of the drainage and this year with a new intern we're expecting to wrap things up as far as drainage goes. I've identified the areas that we need to look back and confirm that there's a catch basin or a sewer manhole. Chairman Maddox asked just one inter this year. Steve Malizia noted just one this year. It's an individual who came back from last year. When he looked at the work load and what he needed to accomplish, one seemed to be sufficient so we paid for one.

Selectman McGrath noted you talk about the permit MS4 and that a significant amount of work funds an effort. Do you have any idea what the funding is going to be in order to comply with that? Steve Malizia said we've budgeted \$25,000 last year, this year which we're taking to Highway, and next year. We don't really know beyond that so we've put in a budgetary figure of \$25,000. It will be over multiple years so I presume with the year after next we'll need at least another 25 if not more depending on what the requirement turns out to be. Just so you know, it's been 25, 25, and next year is 25. Selectman McGrath reiterated that we do have money set aside then.

Selectman Coutu didn't think we have any money set aside do we? Steve Malizia said this year you've budgeted \$25,000. We took it. I thought I said that. There isn't at this point because the fiscal year will end at the end of this month. They're not going to come out with a permit next week. Selectman Coutu said so we don't have any money. Her question was so we have money put aside. No we do not.

Chairman Maddox asked is that \$25,000 in addition to we increased the Selectmen's contingency to 75. Is that the same \$25,000? Mr. Malizia believed it is.

Sewer infrastructure. Elvis Dhima said as you are well aware, we have an agreement with Nashua when we discharged approximately 2 million gallons per day. Out of that, we're currently using between 1.1 to 1.4 million gallons per day. What I can say is that that's probably a good thing right now. The bad thing is that when we look at the sewer allocations, we don't have that much left. Recently we had a meeting with the Mayor of Nashua, the Chairman attended, and Selectman Luszey. I'm not sure if you want to talk a little bit about that meeting at all.

Chairman Maddox said that we thought it was smart for us to go across the river as we do own a piece of that or we are allocated a certain percentage how their process was going to increase capacity. They are doing a study and as I understand it when that becomes a public document, we will get a copy of it and then we can decide if there's any availability. At this point, there's no agreements. There's no real substance other than, again, to meet with the people that own the other vast majority of the facility and what their plans are. Are there any big costs associated coming forward and those type of things. As far as capacity, I think we have to look internally to be saying what is allocated that hasn't been paid for. If somebody is owning 50,000 gallons and hasn't paid for it and only needs 10, I think it's time to look at those numbers and see what can be pulled back into our inventory as is Mr. Dhima is going to tell us, we only have like 27,000 on paper.

Selectman Coutu told Mr. Dhima I understand that a study had been done prior to your coming here by Mr. Webster relative to the availability of gallons and the study was to entail those gallons which are being held and not paid for. Have you seen a copy of the study? Elvis Dhima noted Gary Webster during December before he left I guess for the winter, he did a quick assessment of what's being used and what's not being used as far as big companies that used to be in town and how they've downsized and all that. There's nothing really solid I guess. We have an idea of what the three biggest businesses are really using because we can see the water usage to first what their assessment are. We do know that there is available flow because we can see what we use versus what's really sending over. How do we get them to give that back to us? That's the real question. To answer your question, Gary has an idea but it's not really a study. I wouldn't call it a study. It's more like an internal assessment of who's really using what.

Selectman Coutu had a follow up. You just said that there are approximately three large users. I would say instead of users, three companies that have a significant amount of gallonage available to them that may not be using it all. Do we know that that was paid for or not paid for? Mr. Dhima indicated Gary and Donna at the Sewer Utilities, they did an assessment to it. It's kind of hard to tell because it goes way back and that's when the gray area comes into what they're entitled to based on the square footage of their property versus what they're really paid and what was really grandfathered to them. It really goes way back. It's one of those things where we really need to bring in I guess someone to really just kind of figure out what do we have, what are they using, what's been grandfathered, what they have paid for. The way the sewer this reports, someone has an acre and based on that they have so many gallons a day that they can use. If they go over that, they come in front of the MUC and in front of this Board to ask for sewer allocations if they need more. In the past we've seen that they have come in for that 10, 20 years ago. They're not

using that. They've paid for it sometimes. Sometimes it happens. Sometimes it's been grandfathered. It's a gray area and I'm not sure how we're going to get that answer.

Selectman Coutu's last question. Considering the size of our municipality Mr. Dhima and the fact that we have two major industrial parks in town and you generally have a good idea now how many buildings we have and we have quite a few that are vacant, would you consider 27,000 gallons of available sewer allocation critical at this point for the town or do you think that it's going to be significant for let's say the next 3 to 5 years for this town? Does it stymie our possibility for industrial growth? Elvis Dhima would say if we have people coming in and we continue the way we have by not touching the sewer allocation already locked in in different properties, then we might have 12 months. What we're doing as a town is we have hired CLD to do a study to show if we have inflow infiltration improvements in our system. Back in 2002, they showed that we're using 660,000 gallons a day on water coming to our pipes. The Road Agent and the Highway Department has done a lot of work repairing a lot systems within the town. I personally believe that that's going to be reflected in the sewer study that's going to be ready for us in 2016 showing that in 2002 we had 660,000 gallons coming in and maybe now we have only 300,000 gallons coming in. That's going to create a 300,000 gallon available capacity that we can give away to anyone who wants to come in Hudson. I'm hoping that the 27,000 gallons can buy us enough time to get to the study or the results of the study and hopefully the study that results is going to provide us additional capacity until hopefully we go back to Nashua again and ask for more sewer allocations.

Selectman Coutu asked do we have a time frame from CLD on that study. Elvis Dhima said they started in 2015 and the study is going to cover two wet seasons which is the spring of 2015 and the spring of 2016. I'm hoping that we have something by I would say mid 2016. So sometime next year. Selectman Coutu noted that's a year away and you're thinking that this 27,000 allocation could only carry us another year possibly. Mr. Dhima said we have sewer allocation built in every undeveloped lot but for some reason if someone comes in and needs more, we only have that much to give away. If push comes to shove if we have a big business coming here, we're not going to drive them away. We will do a quick assessment to see if there is something to give away. Our proof is we're only sending out, and this is the biggest proof we need, we're only sending to Nashua 1.4 million gallons - 1.1 to 1.4. So we know for a fact that even though we are maxed out on allocations, we're not really using that much. We can see that on the meters. The Highway Department measures every week and that's what we pay when it comes to invoices. We have to be creative if we have a big company coming in and not have to turn them around. We will find a way to do that.

Steve Malizia asked to put it in context. When I first got here as Finance Director, I would track the sewer flow because I was tracking the bills. I would frequently see weeks of 2.5 million, 2.7 million, 2.8 million gallons. This is back in the late '90s early '00s. So what Mr. Dhima says basically is that's been reduced. Some from companies leaving. I think Hadco/Samina was a big one. The other one was some of the inflow infiltration efforts that Kevin and the Highway Department have done. The study is necessary to confirm because I believe that they've built in these inflow infiltration numbers from the 2003 study so that inflates how much allocation we've given out. In reality if the study proves what the results seem to be indicating, we have less inflow infiltration and be able to reduce the allocation that's sort to speak spoken for. I think that's another way of saying what's he's just trying to say. We used to frequently send 2 1/2. I think we've even tickled 3 million. That was back in the late '90s early '00s. I used to keep the statistics every week.

Elvis Dhima said the sewer allocations is a formula that it gets broken down into what's being used to what's water coming through the pipes that we don't want which is called "inflow infiltration" also known as "INI Study". Back in 2002, they said you have 2 million but you have 600,000 coming from that. So you really don't have that much left and I think the magic number back then was 200,000 that it came up with what was available. That's what the town has been taking away every year or every time that the subdivision comes in or a business. That 200,000 that came in 2002 has been reduced now to 27,000.

At the same time, Chairman Maddox said water usage. People are putting in low flows. People aren't having big families. I think maybe the town needs to relook at what they allocate for a single family home. Is that realistic today? Is there over numbers for putting in like I said single family homes what's the number? Mr. Dhima said the State calls it 150 gallons per bedroom. So you have a family with four bedrooms or a house, they're expected to use 600 gallons. I can tell you I don't even use a quarter of that and I have three bedrooms. Chairman Maddox noted I have a three bedroom house but there's only two of us. Again, I think that's part of the thing we need to look at as a whole. I think that sewer unfortunately or fortunately is something that we really need to take a look at. It is a major factor if a company wants to come to our community. They're not going to want to build leach fields the size of football fields. They want to tie into a municipal sewer system. So we have a real positive for industrial/commercial growth that we need to manage better. I think that unfortunately the Selectmen have kind of put it aside but I think it needs to be an effort over the next several years and I know you're going to get to the three year. I think it's important that we look at this infrastructure for what it is. It is something that other towns would kill for to be able to bring in the industry that is just going to require that. Again I think that Mr. Dhima it's great that you're not bringing in that second intern but I think that this is the kind of leg work that someone like an intern could be doing for us - getting the numbers that you pulled years ago. Whatever needs to be done to help support as we keep moving forward on the sewer tracking and where we're going to go with the city. I am suggesting that you relook at that for that intern. I'm sure that just sewer and water alone could be utilizing those man hours. Let's move on. Anything under sewer infrastructure?

Elvis Dhima said no. We just have to keep an eye on it. We have a plan of attack and we're hoping that we're going to get good results out of that.

Water. Elvis Dhima noted our water infrastructure consists of distribution system, tanks, pump stations, and our wells in Litchfield - 3 of them. Currently we are in the process of replacing our - I guess the biggest well we have in Litchfield is the Weinstein and we're drilling a new well. We're going through phase 3 right now. We'll be putting that new well back on line I'm assuming next year. The system itself is relatively new if you look at the numbers, if you look at the pipe size, if you look at the materials. So we're pretty fortunate. We're getting to the point where we need to start paying attention to where are we heading from here? What we need to do to keep up with it so we don't end up in one of those communities where we're just playing catch 22. We have a significant amount of pipe in the ground. Our losses right now vary between 20 to 30 percent. It's kind of hard to really see it as a loss because that includes the water that gets used by our firefighters in case of something; the water that gets used for flushing when we clean our lines every year. Our standard is 15 percent. We're close to that 20 to 30. We're working very closely with Pennichuck right now to come up with a leak detection to figure out where we're having those loses. That's in the works right now. We have hired Weston and Sampson to do a survey of 24 miles of pipe for the amount of about \$8,000 and that will be done this upcoming year.

With that said, Elvis Dhima said our biggest challenge in front of us are addressing the conditions of Gordon tank which is a metal tank that's in need of painting internally and I guess inside and outside plus it needs some updates to bring it up to code, the excess poor ladder among other things. We do have it an unofficial quote to do this work for approximately \$650,000. What is that going to do to the tank? Metal tanks are supposed to last forever as long as you paint them and you take care of them. If we do this, we can get another 30 years out of it instead of putting a new tank in. I'm not for putting in a new tank, a concrete one. I'm finding out that they have as much maintenance as everything else. Why put a new one in if we have the existing one that's fine. We just need to maintain it and paint it.

Elvis Dhima said the other matter that we need to address is one of our pumping stations - the Windham one. That's coming close to its cycle I guess. It's been recommended to us multiple times to start looking into it. It will be reflected in the budgets coming forward. We have the money. The town has been really good of saving money and having that on the side. We just need to come up with a plan to help moving forward and what's the priority and what needs to be addressed right away.

Mr. Dhima noted we've also done a recent survey of our well sites and what we need to do as far as doing the maintenance for the well facilities in Litchfield - both of them. The chemical pump, chemical feeds, the chemical tanks itself that they treated. I guess I'll take some questions before I get into what are we doing for water in town versus in Litchfield.

Chairman Maddox said the Chair has for the last dozen years strongly thought that we need to develop wells internally. Where all of our eggs are in one basket and they're not even in Hudson. I think there's water over here. I think there might be water over there. I think it's time for the water utility to expend serious money to hire a hydro-geologist and do the search officially and correctly. The divining rod. Selectman Coutu is over there volunteering to walk around with the divining rod. We've tried that and it's not working well. I think that we need to bite the bullet, pay somebody - and engineering firm, maybe tie it to performance. You get X amount of dollars to do the survey if we hit good water, good flows then there's an increase or whatever we need to do. I think we got to stop the diving rod method and we need to do something more to find a source within this town. The second source away from the ones we got if something tragic happened over there, we're buying water of how much per cubic feet? Mr. Dhima said over \$2.05 I believe. More than that actually because we produce it for nothing.

Chairman Maddox thought we owe an obligation to our water users to make sure that we are doing everything we can to make sure that that water flows at a reasonable price. Again I think that this is something that you're not going to decide tonight or maybe we do and say send you off and try to find a company that can do that for us.

Selectman Coutu thought we had done some test drills. I know they haven't panned out but the most recent one, and I don't recall maybe we have, but I don't recall receiving the results of is the one at the Hills House. Weren't we going to do a test drill at the Hills House? Mr. Dhima said I have them. I believe that the well in question is what everyone calls it the Nash well. The investigation of the Nash well. Chairman Maddox noted that's the one on Old Derry Road. That's not the one at Alvirne. Mr. Dhima commented owner by Peter Nash of Old Derry Road. That is it. That's the one in question. Steve Malizia said the Nash well is off of Old Derry Road as Elvis just said. It was thought to maybe be a pretty high producing well because at one point it serviced a campground that was in that area. There was testing done on the well and it yielded somewhere between 100 and 200 gallons per minute. It's pretty filled with arsenic. The cost to treat the water would make it probably prohibitive to pump that small of a gallonage out. In other words, you're paying a pretty big amount of money to treat and make that water potable for the rest of our system. That was the Nash well.

Steve Malizia indicated we've tested water at the property the town owns adjacent to the Freedom Fields. We've tested behind Sparkling River. There's at least two others we've tested. The Hills we'll have to double check it. I recall this Board talking about that because somebody thought they saw water gushing out of the ground. I think the

preliminary, and I don't want to speak without seeing the results, but I think the preliminary one Gary evaluated. That's all it was just water rushing out of the ground. I don't think they yielded it. I don't want to speak until we look at whatever the results were. I know Mr. Webster was on that one.

Elvis Dhima said we have the water. We just don't have the quality of water we want to see. To add to what Mr. Malizia said, there were high levels of arsenic. High levels of iron and aluminum. It will cost the town about \$1 for every 1,000 gallons that we produce. Now a \$1 can go to \$3 that we charge to our customer will be almost 33 percent of the cost just to treat it for this. We have the water, we just don't have the quality. Right now we get underground water that we don't have to treat it. We just put the chlorine and a couple of other things and that's it. We don't have to treat it for magnesium. It's just the perfect water that you want to see. It's in Litchfield. We don't have anything here. We have the water that's quantity but not as quality.

Mr. Dhima wanted to tell the Board that we are planning and we have a quote from Weston & Sampson that they can go out there and do a study again. There was a study done in 2003 that identified 15 sites of sand and gravel and 13 for bedrock. They've given us a quote to go back and see what was developed around these parcels that we're looking at and give us an updated version of it. We have put aside \$15,000 moving forward and another \$100,000 to develop a well if we do find the water. I personally believe that it's very important to know exactly where the water is before we even spend the money developing one. Just to give this Board an idea, for us as a town to develop a well and even treat it, it would have to be at least 200 gallons per minute or this well for us to make financially sense. If anything 100 to 140, it would not be worth it to us to do it. It would be cheaper for us to buy from Pennichuck at \$2.05 for 100 cubic yards and develop the wells. If we will be looking for water, it will have to be a high capacity well and if ever need to treat it, we'll have to treat it but if we get the volume at least.

Chairman Maddox said no disparaging to your profession but they did a study and they want to charge us money to see what's been built up around it. Again I think this is something that an intern could do for a lot faster and a lot cheaper. Again how much are they going to charge us? Again I think that we are...Elvis Dhima said I'm not sure if an intern can do it to be honest because it's a specific field into what they actually do. I can provide you with the scope and we don't have to do anything. We have the money. We have the scope. We can talk about that but I'm not sure if an intern can do that.

Chairman Maddox asked is that something this Board wants to do. I think that again...

Selectman Luszey wasn't sure if this is a valid question or not. Given how many private wells there are in this town and they're pretty well scattered all over, their records because every well has to be tested. If we were to take a look at those public records, would we be able to determine whether or not there is a high degree of probability that we would find the type of water and volume? Mr. Dhima said it would be a massive effort if they were even willing to share that information with us. We can get the information from the developers coming in if they don't connect to the town water and they have the well results. I can tell you that I just saw a recent one right now that did not meet the requirements - a brand new development and the developer came in to get a CO (certificate of occupancy) and that particular well did not meet the criteria. I also do know that more and more people are coming into the Engineering Department looking to tie into town water because their wells are either failing or their quality is not there. Based on what I've seen in the past 6 months including the Oliver Drive water extension we're recently doing right now with the State money for a condominium, the wells are either failing or they don't meet criteria which tells me that the water in Hudson is just not what we're looking for. I can also tell you that one of the wells close to Burns Hill is not being used for drinking. It's just being used to be washed and to brush your teeth but not for drinking. It's just high levels of arsenic. Can you treat it and use it for other things? Yes. Different areas in town - basically what I'm seeing is that I don't think we have the water quality. We can spend and have the effort in going out there and getting the data but based on what I've seen, I don't think the quality is there unfortunately.

Chairman Maddox indicated we do need to do something.

Selectman Luszey asked can we build a treatment plant to come off the Merrimack River. Elvis Dhima said that was an option or we can just treat the water from the ground and pay for it. Treat for arsenic, aluminum and iron. We can do that as well.

Selectman Luszey said which one is cheaper and which one is more viable. Mr. Dhima said we'll have to do a price comparison to see what makes sense for us. The biggest challenge right now is that we don't have a 400 foot radius that we need for community wells what the State requires. Because of the development in Hudson, it's very hard to find particular parcels that will allow you to have that 400 foot protective radius. The areas now having 50 acres and nothing around it and you can put it right in the center and just find the perfect water, those sites are just not there.

Chairman Maddox noted we were trying to sell a parcel that was 50 acres. Again I think that I guess it pains me but I guess maybe we need to take a look at what they're price is to restudy what they've already studied and see what availability there is out there. The first criteria is does it have the 400 foot radius? If it doesn't have that, then you can scratch that one right off the list. Again I think that at least the Chair's position is we need to start moving in some direction. Can you get us a price of what that restudy would be so that we can make a decision? Mr. Dhima

commented I have that actually. That will be \$10,000 to go back and reassess or evaluate what we have and a recommendation to where we need to focus our efforts.

Selectman Luszey said I would take a whole different approach. If we've already had a study done and that study did not produce any useful results, all indications that I'm hearing this evening is that the groundwater in Hudson is not basically useful for a town supply. Why wouldn't we look at other alternatives like we have a river, we've got ponds around us that have - what would be the cost of doing a treatment plant for that? We know there's plenty of gallons of water going by us every day.

Chairman Maddox asked don't you have to get into the State owns that water. We would have to petition or whatever the formula is to get water out of the Merrimack. Is that a correct statement? Elvis Dhima said the State recommended that that would be the best source for us if we ever do it because Pennichuck is doing it. Again the treatment and everything else with that. Would that have to be regulated? Absolutely. It is and it's probably regulated by the feds actually that the water body, the Merrimack River. It's one of those things that we have to go and really kind of financially compare it to what makes sense to us. The water in Hudson as I said there's plenty but it just needs to be treated. So the question is it is easier for us to go in and draw from the river or is it easier just to go from the underground? There's a lot involved with drawing water from the river. It can be very expensive. Manchester right now is trying to cut the cost of that by actually inserting a shaft underneath the bed so they can get the water that perks through it and use a gravel bath to do that primary treatment to carry the solids and all that. They spent recently \$26 million updating their facility and they have a decent size one. It can get very expensive to have a facility that will treat that. Right now as I said we don't have to treat for solids or any of that. We just take the water and incorporate the chemicals in it - chlorine and other stuff and you don't have to worry about aluminum, magnesium, and arsenic. That's why we produce it for almost nothing right now.

Chairman Maddox wanted to move this along but I think that the Board sees a value in doing something. It may be that Weston & Sampson can throw in an assessment of what a plant would cost first to treat and second to come off of the Merrimack. Then take a look at those sites that they identified before. Let's start the process moving again. I think this is one of those things that all of a sudden is going to become a crisis. If we don't deal with it today and may not for 10 years but at some point something is going to be needed done rapidly. It would be better to do baby steps as we can fund it and deal with bits and pieces. With the Board's consent, Mr. Dhima will start off on getting that reworked and getting us some more information to us on the water, drilling thereof, or drawing off the river.

Asbestos. Elvis Dhima said as you are well aware we have a little bit of that here and there in this town. The project that the Engineering Department is currently involved is Zach's Field. We installed an inch and a half recently. We just got the bill for that and we are spending the money left at REDC and going to Nashua for the remainder of that amount of money. We have the scope of work for Weston & Sampson that's currently helping us come up with the design for the practice field and we're hoping that with the remaining of the money from Nashua we would be able to do this to build a practice field. I believe that package is here tonight for your signatures. I believe you signed the PO but not the actual contract. As soon as that gets done, I can proceed with the work. I'm hoping that if everything goes as planned that we will have a practice field there by September 30th. Weston & Sampson will be given 2 to 3 weeks to come up with a design. People have a chance to comment on it including the Foundation. Once we all agreed to what and how we're going to proceed, quotes will be taken by different contractors and work will be done. Everyone is on the same page. We had a meeting with the feds in Nashua and we were on the same page. I believe we have a plan and I'm hoping to have this done.

On asbestos, Chairman Maddox indicated Hudson has more than a chair because of the plant that used to be over in Nashua. Do you have something on the town's website and your department if people were to encounter that as they're digging what they should be doing? Mr. Dhima has record of what we have encountered yes. We keep track of that. If someone comes in and say I live on this street or that street, we have State records that show that there was asbestos found there or not. We can help the residents or businesses find out if they have anything at their site.

Bridge Program. Chairman Maddox called it the dam bridge. As you are all well aware, Elvis Dhima said we recently got Pelham Road awarded. That's in the works. We had to move their schedule a little bit further after school was done not to create any issues with the detours and the school buses. Work will be starting on June 24th at that site. Utilities are currently working right now. PSNH has they call it now "Eversouce". Gas - Liberty will be out there soon. They will be calling for one lane closure to relocate the gas line. We have four new projects coming up that I would like to talk to you about tonight. We recently made it into the red list unfortunately. So Hudson has a bridge that's on the State's red list right now. That would be Central Street over the brook. The ratings on that bridge/culvert is 3 out of 10. I spoke to the State and because we already have two bridges in the program - 80/20, they're willing to take this and put it in that program to switch it so we can get 80 percent support from the State if we decide to do something with this soon. I would recommend in 2017 that we start the work on this by hiring a company that will do the hydraulic study and the opening and get a preliminary estimate and get the State to get the ball rolling on this.

Chairman Maddox asked Mr. Dhima where is that. Is that the one that's just outside of Nan King? Elvis Dhima said this time I did yes. It would be the first one and if you look at paragraph C on Appendix C. I believe it's close to Memorial School. Steve Malizia noted it's basically an old culvert type bridge. It's not like a London Bridge. It's

basically as I understand a culvert that's deteriorating and the State has now said you need to do something soon. Not this week but soon because it's on what they call their "red list". There's probably 100 bridges on their red list. Elvis Dhima said different communities - Nashua alone has at least 3 I believe. Different communities like Lebanon or other...Mr. Malizia said Mr. Burns and everyone are aware of those reports also. So they're cognizant of what this is.

Chairman Maddox said you're asking us to just basically know that there's got to be something done there. Are we being - let me rephrase. Is this being looked at to dig up the road, replace the culvert, repave? Mr. Dhima said yes. The entire structure needs to come out and a new one needs to be put in yes. Chairman Maddox asked why wouldn't you reline? I guess I'm just asking the question because I've seen some other communities that have a 48" pipe and no more than 2 feet of water ever go through it. They have kind of built a pipe within a pipe so that you're not expending the hundreds of thousands of dollars to dig it up and put a new pipe in. Is that something that the State of New Hampshire is looking at? Elvis Dhima said this particular structure is 37 years old and the way it's built is it's a metal corrugated pipe and concrete poured under it but because the metal corrugated pipe is failing and erosion is happening behind it, or in certain spots it has failed, has eroded and then water is getting out into the sub-base I guess if you want to call it that. I'm not sure if lining it would be feasible. I can run it by the State but my understanding is that it's served its purpose. It's time to be replaced. The lining typically happens or is recommended for different projects. Obviously most of it is used when sewer. If the culvert is in good shape but it has a crack, there's no point of replacing it. You can't just spread internally. I don't think this particular application is feasible for this project but if that's an option, it would be provided to us by the sub-consultant.

Chairman Maddox asked any idea of what the cost could be based on...Looking at the numbers, Elvis Dhima would say in the \$800,000 range. Now out of that, 80 percent will be covered by the State. That includes testing, engineering, and construction.

Selectman Coutu said if we got rid of the engineers, it would only be \$100,000. Mr. Dhima's breakdown was \$600,000 for the structure itself or \$650,000 and then \$150,000 for engineering, testing, and construction and design. Chairman Maddox asked is that Melendy Road. Mr. Dhima said yes it would be Melendy Road, T-Bones, and Country Road. Country and Melendy they're already in the State program. T-Bones would be the next one I would recommend to the Board that Central be first, T-Bones would be second, and then Melendy and Country would be the next. In a perfect world, we would have FY17 Central; FY18 would be T-Bones culvert; FY18 would be the Country or Melendy. So every year we would initiate a program and that way we can lock the State for at least two of them and get the refund. We can wait for them but as you're well aware, things get more expensive as we wait and we need to replace them at some point. We shouldn't wait until the last minute in case we have failure. Central Street would be an easy one because you can keep one lane open at the time during construction because it's wide enough. The other ones we might not be able to do that. That would be my recommendation to the Board moving forward with the bridge program.

Selectman McGrath asked for clarification. What years did you want to do these in? Elvis Dhima noted Central Street FY17; T-Bones culvert which is shown on the second page and is very involved with the road and the property itself would be FY18; Country Road would be FY19; and Melendy FY20. Just to give an idea to the Board, Pelham Road is being done right now. Downstream of that is T-Bones and that's a Second Brook watershed. Central Street and Melendy, that's a First Brook watershed. If we start doing the construction upstream, it would make sense to work our way down until it gets to the Merrimack River. As we update our structures and revise the openings of these structures, it would make sense to carry that all the way through.

Selectman Luszey commented looking at the County Road Bridge and the T-Bones culvert. A very long time ago they talked about the possibility of not doing County just closing that road. Is that still a viable option? Chairman Maddox said funny that you should ask that because my question to the Town Engineer was he just recently provided to the Planning Board for some lists that we have to have for collecting of the cap fees/corridor accounts is taking and bringing that intersection and continuing it across to line up with Birch. So I think that that is something that if you're going to dig up the road to put in a new bridge/culvert, why wouldn't you do the entire thing because the engineering is going to kill us.

Elvis Dhima agreed. If the town pursues that and we can use the corridor money to do that, then absolutely. That's killing two birds with one stone. Chairman Maddox said if they're going to pay 80 percent, we really all know that the real scare here is there's a steel pipe buried underneath T-Bones that at some point will fail at the worst possible time and that is basically going to cut Hudson in half. That closes off that roadway and it is going to be quite the challenge. If you're going to do this project, and I don't disagree that something needs to be done there. Why wouldn't we tie it in with the other project that you outlined that now intersect Birch all the way up to Melendy? It would be a slight offset because of the property. Steve Malizia asked are you talking about Belknap. Melendy crosses Belknap further up but Belknap is the one that goes...Chairman Maddox said Belknap would come all the way down to the traffic light that's there at Birch Street.

Selectman McGrath noted it would certainly improve the safety.

Chairman Maddox indicated people trying to get out of County Road in the morning is an adventure. I drive all the way down Central Street and take a left at the light. It's just not worth it. If we're going to look at this seriously, I think your dates are very optimistic based on a lot of criteria. I think that this is one that the two of them tied together especially if we can get 80 percent for the whole package would be something that we really need to look at. Board member? A lot of nodding heads so I guess you see some direction there.

Elvis Dhima wanted to say that County and Melendy are the two. I'm not sure about the Lowell Road one the crossing. I think that will be the town because it's not part of the 80/20. There's only two bridges right now in the program and the State is willing to give us Central Street and put that in and give something away obviously because they're not going to go to three bridges but they can still help us with two as long as we give one away. The 3A one, the Lowell Road one associated with T-Bones would not be one of them. That one would probably be just the town all the way.

Chairman Maddox said, again, we're doing all the engineering. All the things that happen to get to that point, we at least ought to look at it.

Record keeping. As Elvis Dhima stated earlier, the interns - Gary and previous Town Engineers have done a lot of leg work. I was fortunate enough to finalize this when I first started working and I've put in that information together. So there's different master plans done for the Town of Hudson that show the entire distribution system for the water, sewer, drainage, and even gas. That is very important because it's cutting down the time to research this when someone comes in looking for this information. We are able to just identify where the lot is, print out a map, and you can see that actually in one of the appendices - Appendix D has the map for the town for the sewer, the drainage. It's in color. The water, gas, and at the very end it's pretty much an 8 ½ by 11 and it would provide to anyone who was looking for infrastructure in their properties. It has different colors there. Reddish is gas. Blue is water. Brownish is sewer. That's pretty much record keeping.

Town Boundaries. Mr. Dhima indicated every seven years the town is responsible for going out and looking at the boundaries or bounds. It can be drill holes; it can be regular granite bounds that are associated with our neighbors. We're responsible for keeping track of them. We've done most of them this summer. The intern is planning to go out and locate the remaining. We have pictures of everything but we lost track of them. We haven't located them with our GPS system. We'll be doing that this summer. We will be having our report in 2016.

Elvis Dhima said we assist with Conservation Commission. Doreena puts a packet together for Conservation Commission. I attend the meeting when I'm required if they have any questions. Conservation has been a little low on work now with the agenda because there has been too many subdivisions that calls for wetland crossings or anything of that sort. Any violations goes to them for any assistance. We haven't had any special exceptions going in either because also the people rather not touch the 50 foot buffer then come in from the different Boards - Zoning, Conservation Commission, and Planning. That is resolved a little bit into low volume of work or their agenda being a little light.

MUC is the same thing. Mr. Dhima said that the MUC pretty much assesses the water, sewer, bills, and anything associated with infrastructure. They're usually the first step before matters that are brought up to this Board's attention and continue to support that.

With that said, Elvis Dhima was ready to move onto the three year goal if there's no questions. The biggest thing as you can see is the water master study. If water becomes an issue and we want to be careful with how much we extend, we can look into setting up doing a master study to see where the town is heading in 5 years, 10 years from now and introducing a water district if necessary just like we have with the sewer district. That's one direction if the town wants to pursue. Our two biggest projects as I said are Gordon Street tank that needs to be rehabbed and the booster station. Those are the two most critical projects. This can be achieved by using current money that we have available or looking at the rates if this Board is willing to talk about that.

Before you get off of those, Chairman Maddox thought that you're walking away with some action items based on we don't need to go over them again but the sewer, the water. I would like to see what if we went up 10 percent on the water bills what income that would bring in. As much as I hate to say that...Steve Malizia indicated about \$380,000 a year. Chairman Maddox said when we bought the water utility...Mr. Malizia indicated we knocked 10 percent off the rates that were in existence in 1998. Chairman Maddox said we'd be going back to what they were in 1998. We need to do some serious work on some of these systems. The Gordon Street tank is like you said \$600,000 right there. I think that we need to at least look at what those revenues would be, what that would be able to fund over the next five years to be able to take care of some of these issues. I don't want to hear that there's a pump at almost failure point. That's just not where we should be.

Selectman Coutu asked why do we have to wait. We just have to figure \$380,000 a year. \$380,000 will pay for both of these Windham and Gordon in the three year span. Why don't we just do it? I keep hearing about Gordon Street especially if you had to prioritize the two which one is the most critical? Elvis Dhima said I would do the booster station first and then the tank second - the Windham booster station because that provides enough pressure for fire

protection and pressure in the distribution. The Gordon tank I think can wait another couple of years if we have to. I would say Windham would be priority and then the tank will be second.

Selectman Coutu asked how much is that \$650,000 going to increase in two years. Elvis Dhima said 2 to 3 percent but we can lock this company in. There's a company that has provided us - if we give them the work, I'm sure I can lock the price in right away and have that broken down into two phases. Phase one which would be the inside and approximately \$200,000 and then the second phase will be \$350,000 which would be the exterior. We don't have to spend that right away. I can break that down to two years. So we can do Windham phase one - the tank, and then phase two the next year.

Before we just arbitrarily, Chairman Maddox thought maybe you come back to us with a plan of what that revenue increase would bring in and where we're going to spend it over the last 3 to 5 years. I think that water study needs to be part of that. I think we really need to start looking at a source internally. Before we just say yeah let's raise it - Selectman Coutu I am ready to do it tonight but I think we should have in front of us where our plans are. Why we're justifying raising it so that we can say to the voters or the water users in this case this is what we're going to be doing with that money over the next X years.

Selectman McGrath had a couple of questions. Typically what is the charge for a family in Hudson for their water bill? What's the average water bill? Steve Malizia said the monthly water bill is probably about \$30 - \$35 a month if you take the 1029 meter charge and you take 100 cubic feet which is 750 gallons approximately, that's \$3.30. The average family uses 7. So you add 7 times 330, you get 20 something. It's about \$35 a month. Selectman McGrath said we'd be adding \$3.50 per month. Okay. I thought that I read in this plan of increasing the water rate by one percent and not 10 percent.

Elvis Dhima noted it was me starting the dialog and that can be implemented every year - 1 percent, 2 percent until we get to 10 percent or we can just cut to the...it's 5 year goals in the water.

Chairman Maddox said it was per year. Again that's why I would like to see what it's going to do for the water system and not just raise it. Maybe it's 5 percent for the next 3 years. Whatever. Let's at least but I think that we need to increase the rates at this point to be able to do some of these items that are just kind of hanging there. Does that answer your question? Selectman McGrath said it does.

Selectman Luszey asked isn't there a water capital reserve fund right now. Steve Malizia indicated there are two. One is for repair so if something absolutely broke tomorrow, we have in excess of I think \$350,000 sitting in our availability. There's also an expansion water utility capital reserve fund that has over \$1 million in it. Selectman Luszey asked why aren't we using some of those funds to address this. Mr. Malizia noted nobody says we couldn't but I'd have to double check the purpose of the expansion one because I think that's for expansion. I'm not sure it says replacement in there. This is replacement items. Selectman Luszey thought we would want to look at that before you start raising rates.

Chairman Maddox thought there's probably a balance. I don't disagree. I think that, again, maybe we only go up 2 ½. Whatever makes sense and that's why I didn't want to say 10 percent tonight. I know that we've got to start doing some of these things and money shouldn't be the reason. I thought also that one of those was locked into if we had to replace the wells. It was tied into...Mr. Malizia said it's actually repair and wells is part of the repair. So if you had to repair something, if something literally conked out you could immediately get to it. That was the purpose of the repair. We have the same thing in the sewer. If something goes broken or a pump station fails, you could take the repair money and fix it.

Selectman Coutu said that's my point exactly. You say that the Windham booster station is on its last legs according to...Elvis Dhima stated according to certain studies that Weston & Sampson recently did. Selectman Coutu commented if it goes tomorrow we're going to spend the \$350,000 that's in there because it's going to cost 350. Now we have nothing left in that capital reserve fund if something else goes. Mr. Malizia said in that particular one, we would pretty much exhaust it. Selectman Coutu said we'd have to raise the rates considerably more to try to build up any kind of reserve or to pay for - let's say the booster station were to go in the next month. We'd have to come up with \$350,000 to replace it. Mr. Malizia said that was a reasonable estimate. Let's assume something else breaks three months later, Selectman Coutu said that's going to cost \$200,000. Where are we going to get that money? Steve Malizia stated we'd have to look at what we have for surplus in the water utility. We might have to petition the court. We don't have an appropriation for it. Obviously we don't have another fund. We'd probably have to go get an emergency appropriation. Selectman Coutu said we're going to put this all off and hope that nothing happens at Windham in the interim. It appears that we're going to be reactive rather than proactive. We're not going to make any plans now to assure that that fund won't be depleted. We're just going to wait and hope that nothing happens. If it does, then we'll just spend all the money we have and hope another thing doesn't happen.

Chairman Maddox was ¾ of the way there with you.

Selectman Luszey was not quite there with you. Every year there's surplus that gets moved into these funds correct? Steve Malizia said no. We appropriate money into these funds. Selectman Luszey said we do that through the budget process so when we know there's a surplus coming, we appropriate the monies. They move this money to there and let the voters do that. Mr. Malizia said you can get that from surplus. You can make an appropriation for it as we have year after year. We've made appropriations into those funds. Don't forget they started at zero when we bought this utility. We had nothing. Selectman Luszey said it's not like there's no monies coming every year.

Selectman Coutu said it was miniscule. It took us years to build up the \$350,000. Seventeen years. That's \$20,000 a year.

Selectman Luszey asked was that the total surplus and that's all we appropriate. Do we put all the surplus in these or is it some arbitrary figure? Steve Malizia said we take a figure. It wouldn't call it arbitrary. It's a figure. We have a certain revenue stream. You take the amount of customers you have, you multiple it by the rates, you get a certain revenue stream. We have indebtedness. We have a bond issue which is more than half of the revenue stream. We're paying for this utility. We had to pay \$27 million for this thing. It's a 30 year bond. We've refinanced twice by the way. We just saved \$1 million recently in the last 15 years of it. Through the budget process, we've been running the utility and putting whatever money we have left from that revenue - in other words we balance out our expenses and our revenue but over the balances we've been trying to put into these capital reserve funds. We've never lowered the rate obviously and we've never raised the rate. So we've been operating with a rate that's 17 -18 years old. I don't want to use the word "surplus" though. It's a program where you take the revenue that you expect and then you take the expected and the delta - the difference - is really what we've been able to fund these reserve funds with.

Selectman Coutu asked to continue. Which would mean that we only had \$20,000 to put into that repair account. Steve Malizia said that would indicate that if you averaged the 350 divided by 17, it comes out to approximately 20. Selectman Coutu said if we were going to use up the 350 - Windham booster station were to conked out next month, it's going to cost us \$350,000. We're going to exhaust what we have in there and we have to wait until the next fiscal cycle to put \$20,000 in there. Or, Mr. Malizia said we could reduce the amount you're putting into the expansion one because we're putting in a lot more into that one. You've been putting \$150,000 into that one I believe the last few years. You could repurpose and not put as much into that and replenish the repair one more quickly that you did over the last 17 years.

Selectman Coutu said we could go with Mr. Dhima's plan which is to raise the rates minimally over a period of time by one percent a year or 1 ½ percent a year. Me personally, Steve Malizia would probably raise them maybe 5 percent a year and be done with it instead of this little paper cuts every year. Selectman Coutu asked when does that end after two years. Mr. Malizia said after 10 percent - 2 years. I'm just saying approximately every one percent is \$38,000. It's a \$3.8 million revenue stream. If you raise one percent, it's \$38,000. If you raise 10 percent, it's \$380,000. That's just the basic math I'm using. If you want to start putting money aside, you want to start a new capital reserve fund, that's a possibility too. We've only had the two for all these years. If there's some other hybrid form or hybrid capital replacement we want for pipe replacements, that's possible too. Selectman Coutu indicated it would have to be water or sewer related. Water in this case.

Steve Malizia said sewer if very well capitalized as you are all well aware because it's a much more mature utility for us.

Chairman Maddox said when you're talking \$300,000 to \$500,000 a mile to replace water mains even though it's \$1 million something, that's gone relatively quickly if we had to be in that dilemma.

Getting back to where Selectman Coutu was, I don't want to burden the Town Engineer with having to tie in a whole bunch of studies to arrive at how much revenue we can generate and what action we should take on the Windham booster station and when we should take it. Do we wait until it breaks or do we take action now and become proactive? Not necessarily this evening. If you're asking the Chair, Chairman Maddox would say that we go through the process, however we need to raise the rates 5 percent effective July 1 or whatever date we want to pick and to go out to bid, draw up the specs and go out for a bid to see what's it's going to cost to replace that booster station. Mr. Dhima said to get a design and make sure we have the specs for that and then start getting quotes.

Selectman Coutu noted twice this evening you said the Windham booster station needs our attention. I would assume that if you brought it up twice, you think it's critical that we do something. Elvis Dhima indicated it has been brought up but our sub-consultants, by Gary, and other people involved with our system. I would say it needs attention yes. Selectman Coutu asked more now than later. Mr. Dhima would say sooner the better. You're absolutely right. We'd rather do this on our own terms than have this thing fail or have partial failure. Maybe not the whole thing will fail and then we'll have to go scramble to find parts and anything we need. Some of these new motors or parts might not even be available. It could be a special one. I know in Weinstein we had to order a special motor that we're using to develop that well. Things take time and we'll be putting the pressure on our operator Pennichuck and our consultants to make sure that we continue to provide the services.

Selectman Coutu suggested that Mr. Dhima comes back with a study on a 2 percent increase over the next 5 years and a 5 percent over the next two to get to eventually 10 to see what the revenue stream is for both so we have a clearer picture unless the Board wants to go with a 5 and 5. I'm fine with as well. You wanted another study done at the same time. Can we have that done separately so that we can make a decision? You had two studies you wanted him to tie together.

Chairman Maddox was just taking what he already has and kind of give us kind of a spending number. What we're going to need to be spending the \$350,000 the Gordon Street tank. What all those are going to add up to over the next 10 years and see the revenue stream for 5 and 5 where we would be at the end of that.

For the people that are watching this and that might be affected by an increase, Selectman McGrath said a 5 percent increase on an average of \$35 a month water bill would be \$21 a year. Ten percent would be \$42. So for anybody that's watching and will be affected by that, at least those are some of the numbers. It's not a huge amount of money but for people that are struggling, you need to keep that in mind.

Chairman Maddox asked what other utility can say that they're using the 1998 rates. I think the Chair is going to ask for a vote on this just so that we keep it all clear.

Motion by Selectman Nichols, seconded by Selectman McGrath, to have the Town Engineer come back to show what the revenue stream would be if we went up 5 percent this year and 5 percent next year and what the spending outlays would be for the projects you've outlined this evening.

Selectman Luszey said my only comment would be I would think we should have a good picture of what the cost is going to be before we determine what the increase should be. It's like we're putting the cart before the horse here. I'm not opposed to doing an increase but I don't know what the right increase is.

Chairman Maddox didn't disagree. I think we're asking him - if he comes back at 5 and 5 and he says he's got \$1.2 million, then over the next 5 years that's going to eat up all of that and then some. Again I don't have the answer either and this is not going to do it, he's going to come back to us with that information to be able to do that.

Selectman Luszey asked the Chairman to reread the motion. That's where I'm having the issue. I would rather see what we need fixed and maintain and then put the spending against that. You've already declared what the spend number is and you're bottling how much you're going to spend over the next 10 years which may or may not be right.

Chairman Maddox said I asked him to tell us what the amount of money would be coming in. If we so decide that we only need 4 percent, we'll do 4 percent. Just trying to get us some idea of what the monies would be coming in. I know you said \$380,000 if it was 10 percent. We haven't spent a dime. We're just trying to put it to some sort of study if you would because you love those to be able to say this is how much we're going to bring in and this is what we're looking to expend. If it only comes up...Selectman Luszey noted that's different than what the motion is right there. Chairman Maddox told Selectman Luszey to make the dam motion.

Excuse me. Selectman McGrath indicated that there's a motion that's been made and seconded.

Chairman Maddox asked would you like to amend the motion.

Selectman Coutu asked to speak. Selectman Luszey I hear where you're coming from. I'm not averse to raising the rates and then once we get these two projects fixed go back to the old plan and cut the rate back down. That's been done before. We can cut the rate back. Say we no longer need this increase. However, this motion does not spend any money. It doesn't commit any money. All we're asking for is the Engineer to come in with what the capital outlay will be over the next 5 or 10 years, what do we have, what revenue stream do we have to create in order to fill the gap if we're going to spend the 650 and the 350 over the next 5 years? How do we replenish that? What is it going to take to replenish that? Let's look at the 5 percent and if we find that that's going to be way too high, we have the option then to reduce that to 2 percent a year, 1 percent a year, 1 1/2? We can come up with a formula. This just gets it in motion. I don't see it as a commitment to spend any money.

Selectman Luszey said it's not even the commitment I'm looking at. Up until you said about the 5 percent, we were saying the same thing. What do we need to spend over 5 and 10 years to get everything fixed? As soon as you then start saying is it 5 percent over 2 years, we're bounding it already. What I don't want to do is put any false expectations on the ratepayers as to what that number might be right now. It may be greater than 5 or 10 percent.

Again Selectman Luszey, Chairman Maddox was hoping that at least that number would give us a dollar amount. Selectman Luszey was okay. Chairman Maddox was trying to help with \$1. You're right he's there.

Vote: Motion carried 5-0.

Chairman Maddox thought we're all trying to get to the same place just sometimes we go around in circles.

Chairman Maddox noted you've done water, drainage. You don't know what that's going to cost us it's just an estimate? Elvis Dhima would say the biggest cost attending workshops related to this, it's identifying and locating the infrastructure that the town has. We've already done most of that. So the work that the interns, and previous Town Engineers have done, and me with Gary accumulating and putting it into a master plan, I would say that's almost 35 to 40 percent of the work. What we need is having an engineering firm to tell us how the new regulations are going to be associated with what we need to do to implement a plan of attack and then proceeding with a plan of attack. I would say between \$50,000 to \$75,000 that's what we're looking at versus some other communities could very well spend as high 100, 150 depending on what they have and what they need to do. We already have most of the infrastructure located. We have the inverts, the pipe size around Robinson and our MS4 area. To me I see it as here's our information and what else do we need to do. I would say this time \$50,000 to get this done.

Selectman McGrath questioned \$50,000 or \$75,000. Elvis said 50 in best case scenario; 75 worst case scenario.

Chairman Maddox asked has that worked its way through. I know that last year we were told that it was coming and it never showed up. Are we going to be in the same position this year? Elvis Dhima said it's been coming for a long time. I've been told that they're dressing it in MA. It's MA, NH and parts of Vermont the federal buildings. I've been told in the last meeting that I attended related to this was going to be sometime around December of 2015. If that happens, great. If it doesn't, I wouldn't be surprised. Chairman Maddox said we're half way through the year. Mr. Dhima said they're talking about it. They're having seminars. Again just because they're getting implemented right away, the Town has some time to come up with what they call notice to proceed or notice of intent to tell him this is what we have, this is where we need to go. There is a little bit of time that the town has to move forward to what needs to be done. It's not going to be passed today we're done.

Selectman Coutu said when Patrick was here, it was going to be two years.

Chairman Maddox asked if there were any other questions. Based on what you've just told us and worked with us, you're comfortable with one intern for the summer? Elvis Dhima said for now - for this particular summer. Next year things could change - during the winter it could change. Chairman Maddox was fine with that. I just, again, you know you had one point told us that you were stretched. I'm just trying to clear that up. If you're good with it, we thank you and hopefully we can make some progress. People at home as much as this is probably rather boring other than some motions, this isn't critical. Water and sewer make or break a community in as far as the industrial base. Again one thing I would toss out there if maybe if we had to go to a treatment plant or drawing it off, we partner with some of the other communities that are dying for municipal water. So maybe there's some potential downstream with that.

Selectman Coutu indicated Tyngsboro. Chairman Maddox was thinking more Pelham and Litchfield. Selectman Coutu said it was hard to get over there. The Merrimack River is wherever it is all the way across town. It goes right next door. Again, Chairman Maddox said that's something we're going to look at if it ever got to that point. I think it's going to be a very expensive process to build a station pulling out of the Merrimack. Mr. Dhima stated absolutely yes. Selectman Coutu indicated let Selectman Luszey manage the whole project and it will get done cheap. Chairman Maddox commented he'll be duct taping coffee cans together. Thank you Mr. Dhima.

Chairman Maddox recessed at 8:39 p.m. We are back at 8:44 p.m.

B. Fire Department

Chairman Maddox indicated that we're going to look at the Fire Department and their presentation. Again this is an overview. This is taking a look at what this department does, where you think it's going to go, and some issues that you want to bring before us. Chief welcome.

Good evening Mr. Chairman and members of this Board. Chief Rob Buxton thanked the Board for this opportunity to come in and present the workshop to you tonight. I am projecting a presentation up on the large monitor to the right hand side of the room as you're facing the Chairman for you to view this evening. We're hopeful that we put forward an informative program for you to open up some dialog and really talk about some long-term planning type events. I'd be remiss if I didn't thank my administrative staff and members of the executive team that put the effort into what you see tonight as they gathered the data and put the plan forward for you. During our budget presentation earlier this past year in preparation for this upcoming fiscal year, we talked about some projects that were outside of the budget and those continue to be on our planning process. We look at our radio transmission sites; we look at our ambulance capital reserve, fire equipment, construction of the new fire station, replacement ambulance, and part time office help. So where does that take us?

Chief Buxton believed that we should talk about a couple of things before we get into our organizational values and just if you would give me one second. Things that we've done positively in the budget to basically solidify where we are today and holes that we saw 24 months ago when I moved in as Fire Chief budgetarily and things that we've addressed. We came to you and we talked about spending money out of the (inaudible) fund for protective clothing. We've taken care of that and we have a replacement program now within the budget. We fund \$23,000 a year for

protective clothing replacement, training, overlay the new deployment plan to open up the third station. Through a reorganization of the Fire Department, we talked about response times within the town and how we deliver that service. So organizationally we have started down a different path now and talked about broadening our perspective and really talking about strategically where the organization will head. So we've identified a few values that we believe meets who we are and how we approach our skills and providing our services to the community. Pride would be the word that would come to mind, professionalism, respect, integrity, dedication, empathy. I think that pretty much describes how we approach things each day whether it's administratively, emergency services, land use, inspectional services. I'm very proud of the work that our team does every day.

Our mission - what is our mission? What is the mission of the Fire Department? If you go to the United States Fire Administration's website, they'll give you a mission of what the fire service should be doing nationwide. Prepare, prevent, protect are three words that we utilize in the Town of Hudson really to give us the nuts and bolts of what the organization does. We prepare our employees to go out and serve the public. We want to be competent, provide fair service from our Land Use Division all the way through our Emergency Services Division. Whoever you're running into, they're credentialed and they've spent some time professionally in school to get their skillset where it needs to be. We also feel that we have a responsibility to prepare the public. That's the customers of our service whether that's through our Emergency Management, our new health responsibilities, providing them with the information to make sure that they are prepared to move forward. This year I'm proud to say that we're working on putting together a program to deal with our senior population. As we've talked about and if you look at the demographics in town, we have a lot of 55 plus communities, 62 plus communities. I received an e-mail as late as yesterday from Lieutenant Rudolph and she's highlighting the number of trips and falls that we're having in town and the population. How do we keep the cost of the healthcare system down? Remember that's through our preventative measures and getting out and talking about trip hazards, educating them as life is an educational process and we move forward.

In the prevention piece, Chief Buxton said we're really making sure that our land use program is messed in with our inspectional services team. We have a very good team upstairs that operates with the Planning, Zoning, Engineering Department. They communicate daily and we really are trying to make sure we're putting the best efforts of the town forward and making sure that we're deliver proper service in a timely and efficient manner. Then it always happens whether it's a manmade disaster, an accident, we also have the protection piece of our job and that really encompasses who we are organizationally.

Vision. Chief Buxton noted this is really the first time that you see us starting to talk about who measures us. When we talk about benchmarking, you talk about us organizationally. What standard are we trying to meet? When we talk about the ambulance accreditation, the International Code Council that does our land use and our building codes, and our fire prevention piece, and then on the top left hand corner as you face the screen is the center for Public Safety Excellence Guideline which really outlines for us who we are organizationally and what are the benchmarks that we should be providing to. There's some 1,200 to 1,500 credentialing pieces in there. This is a long process that we're entering into and really trying to make sure that we assess who we are organizationally and how do we move that forward. We look at organizational changes and opportunity to review and redevelop our deployment systems for efficiency and effectiveness. Through the utilization of innovative emergency service deliveries and face those challenges every year and every day.

Selectman McGrath asked the accreditation process, would that be similar to the CALEA for the Police Department? Is it...Chief Buxton said it was similar. They're smaller segments and the fire service or emergency services for the fire and EMS side of the house, they actually have independent credentialing pieces that we look at. We're not at the end of the program. We're just at the beginning of the road. We can't even forecast the end of the period yet as to where that would be where we would want to enter into if we could organizationally support a full accreditation piece. Professionally I will tell you that a goal that I hold near and dear for my organization but where we end up at the end of the day and how long it takes us to get there I'm not sure.

Chief before you go on, Chairman Maddox noted this is to the camera operator, are we not able to put these slides up onto the cable? Chief Buxton said I'm not hooked into the network. This is from me to her so I don't know if she can get a camera shot. I believe last year they were able to get a camera shot of the screen. I didn't put that on the network for her. Chairman Maddox said just so they could follow along at home. Chief Buxton thought she had the ability. Chairman Maddox asked maybe she can work on that on the next round. Thank you Chief.

Organizationally Chief Buxton said the Fire Department can basically be broken down into four specific areas. We have the administration, the building and life safety area, the training and emergency medical services, and then the operational piece. I provided you a copy of our organizational chart specific to this year. If you remember our former organization chart that you saw during the budgetary process, we had a more centralized system where we were going to float up through the organization. We've tried to flatten that and really provide the opportunity for people lower in the organization so we can start having that succession conversation so they can start getting involved in projects at a lower level and move us forward as we bring forward and give them responsibility and we empower the employees to be part of where we're headed organizationally.

Chief Buxton commented these are the five facilities we operate out of. I don't think they're a surprise to anybody in the room. From 39 Ferry Street where the administration building is located, the Inspectional Services group co-mingles over here in Town Hall and Community Development, the Lenny Smith Central Fire Station, the Robinson Road Station, and the Burns Hill Station. I think it's important that we look at and review how we're funded. The annual operating budget, capital reserve and grant funding. We are one of the three major departments within the town tax rate. The Fire Department represents 23 percent of the tax rate - the town side of the tax rate. So I think you're talking about a big piece of the budget and we take that seriously every year to make sure that we bring forward a budget to you that is what we believe is fair and provides effective and efficient services across the board. Here's a review of that budget and if you look at 2014 and 2010, those were your two default years. You see the operation has been fairly flat and moved across the board. We currently maintain an 87/13 split. Eighty-seven percent labor with a 13 percent split on the operational side of the budget. So I think that we're fairly healthy. I think that I would like to see us potentially move to an 80/20 but you know I'm pretty happy with the 87/13 as we talk about cost containment down the road and how we identify those things.

Capital reserve. Chief Buxton indicated the capital reserve programs that we have in place today, the ambulance capital reserve that's for our replacement program. We just increased that last year to \$60,000 per year. The fire apparatus program is at \$50,000. The refurbishment and repair account - that was created approximately 5 years ago. That is a new program to us. We're actually putting money into that to refurbish equipment. As you know our large fleet we try to get a 20 year lifespan out of a piece of fire apparatus and an 8 front line years out of an ambulance with a 9 year total lifespan out of the ambulances. The fire equipment capital reserve fund for our larger equipment is at \$20,000. This is a (inaudible) that we generate. I think that monies that we've brought in I think that's important to highlight. So last year we brought in \$948,000 plus in revenue to the town so we'll have some conversation later on in regards to potential plans, and funds, and what we can do with some of those things to maybe offset some of the costing operationally. That's a decision for the Board to make that we bring forward to you.

Inspectional Services Activity. Chief Buxton said approximately three years ago now we started down the path in regards to merging all of the building and fire prevention activities underneath one roof. We've pretty much seen an increase over those years from 2012 of 1,100 permits to 2014 we're up to 1,800 permits. I will tell you that we have picked up efficiency. I know that is something that we talk about in this room and I know Selectman Luszey specifically when we talked about the merge what would be the - we see an increase in efficiency. Our inspectional services team is cross trained today. Every inspector within the division except for the part time electrical inspector is cross trained to be able to do building, fire, health inspections. So they can split up each day and they sit down and everybody has their specialty that they're more comfortable with. If you take a guy like Steve Dube who's been with the town for a long time now and in the fire prevention area for a long time, we asked him to go back to school, taught him some new tricks, and he's on the road and being mentored by Inspector Hebert in regards to building inspections. That's a new piece for us to be able to go out and provide those services. What has that done for us? We continue to operate upstairs with the Permit Technician and we hold an inspector I say in quarters or in the office in four hour blocks in the morning and four hour blocks in the afternoon to deal with the public to assist with the permitting process. At this point, we've been fairly successful. We had a temporary employee in place as we phased out the Administrative Aide for Planning and Zoning and we're in the process of reducing those work hours now to bring us back down to staffing where we were budgeted at.

Chief before you get off that slide, Chairman Maddox asked December of 2013 were you closed? Chief Buxton said that was before we were merged and I would say we were closed. Chairman Maddox said it just drops off just dramatically. Chief Buxton said in 2013 I think if you look across the board, you had 39 in February to a lull of 11 in December. I will tell you this year, and I don't think this is a surprise to anybody in the room with the never ending winter that just would not give up, we've seen a slow start but a different start to the construction season. We saw a lot of permitting in the months of February/March because they were just getting their permits ready to roll for the spring. That work is now taking place but the new permits coming in are different types of permits. You're seeing a lot of additions, less new structures. You certainly have your key points - your Sparkling River, your development off of Belknap Road. We have some new plans coming in but they're not just coming in as fast as we've - remember from the '07 era or before. It's a different type of construction.

Emergency incidents. Chief Buxton said to date we're about 3135 in 2014 to 2299 in 2010. We continue to see an increase. Those increases have been in two big areas. You see that right in Hudson EMS and Litchfield EMS. The Litchfield EMS for Selectman McGrath, I know Selectman Luszey was familiar with this, that's a contracted serviced that we provide to the town and we bring in additional revenue through that contract. We also dispatch for them currently. So that's about a \$30,000 revenue generated for us outside the Town of Hudson.

Chief Buxton explained this is a review of basically per station and popular question that I get is what's the activity within the stations? The Litchfield EMS is answered out of the Robinson Road Station and we moved that up there when we opened that station full time. Each of the stations is roughly 1,000 plus calls per year out of each of the buildings with a high of obviously 1432 out of Central Station which is if you think about the density of town and around the (inaudible) at Central Fire Station, I don't think that is a surprise to anybody. Our average response time town wide is approximately 5 ½ minutes. With a high in District 1 if you think about the geographic nature of the Robinson Road area of approximately 7 minutes to a low within the core of town down at 4 minutes in this area down

around Central Fire. The south end of town you're at just almost at 5 ½ to 6 minutes. So we're continuing to meet those benchmarks that we have set internally and continue to make sure that we're delivering those services efficiently.

If Chief Buxton can for a second as we review this activity, one of the things that we did when we opened the third station full time is we re-allocated our personnel and we really zeroed in on how we were providing services. What I mean by that is we have 3 members that are assigned to each station. The three members if you were to have a medical call within the Burns Hill area which is the south end of town, all three members go on that medical call in the ambulance. We basically have 27 criteria for medical calls. We used to have upwards of almost a dozen what I would call engine ambulance calls where we put the big fire pump on the road to respond with the ambulance because the ambulance was staffed with two. To provide assistance, we've now staffed them with three. We're down to four to five call reasons why we send out additional help and those are answered now by the squad and not by a front line piece of fire apparatus but more of a squad utility vehicle. So that program is working.

Here's the age of our fleet. Chief Buxton had a couple of things for you to zero in on is 17 and 18 year old Engine 2 and Engine 3 the 1998 and 1997 Freightliner pieces of apparatus. They were bought by Chief Carpentino in the mid '90s. Those were purchased with an expectation for a 15 year lifespan. We've obviously exceeded that. We continue to exceed that. Those pieces of apparatus are in reasonable shape and we continue to stretch them as we move forward. When we get into goals and potentially budgeting issues, we'll have that large fleet conversation. So I just highlight that point.

Here's our ambulance. Chief Buxton indicated ambulance 2, the 2006, will be replaced this year. We're just about have the RFP ready to go out and we'll be soliciting bids on that for that replacement this year. That's consistent with the warrant article that was passed this past March.

Department initiatives. Chief Buxton said we continue to develop our employees to create a self-sustaining organization. I am a firm believer that we should be developing from the bottom up so we can put a succession plan in place and that affords you some structure within the organization and your leadership positions. As we put programs like self-assessment and accreditation on the discussion block, you basically have theory and you've built the knowledge into place so it continues on into the future. Some organizations have gone outside. We're an organization that has done that for many years - gone outside and brought people in. Sometimes there's needs to do that. We believe that we have the talent in house to develop and move forward with the crop of people that we have in the ranks today. We're very excited about the development we see in them. From the newest firefighter on the floor to the senior Captain within the organization. So we move that forward. We continue to maintain our safe work environment. We're renovating the Lenny Smith Central Fire Station this year. We planned during the budget process to bring back the Burns Hill Road replacement project for discussion and talk about our infrastructure there. We continue to identify sources to maintain and safety programs - that's the AFG program which is the Assistance to Firefighter's Grant through the federal government. That program is still out there. We pursue those grants every year. Unfortunately they get later and later in the year when they decide to award them. We're waiting to still hear on grants that we put in last spring and no funding in sight as of yet. They're getting through the different phases. The good news is we haven't gotten the rejection letters yet so we're still in the cue. As you start seeing the projects come out, they get funding from there.

Chief Buxton noted continue to provide cost effective services to the town. Obviously renovating the Lenny Smith Central Fire Station, create an environment to support a leadership succession plan within the organization. We obviously believe that at some point I will not be a Fire Chief and there will be another Fire Chief here at some point. I'm somewhat hopeful that we develop somebody within the organization to pick up the torch and move that forward.

Improve our cost effectiveness through utilization of technology. Chief Buxton said this past year we spent a lot of time creating all of our applications for our permitting and making that available on line as a fillable form. Basically now to deal with that data when it comes in and how we move that forward and is there a day down the road where you basically the only trip you have to Town Hall is to come in either to pick up your permit or if you're not willing to pay on line, you come in and pay for your permit. So how do we continue to bring that loop full circle? Basically trying to get out records program in an electronic world and dealing with the RSA in regards to how long do we need to hold onto employee records, zoning records, zoning minutes, and those types of things. Some of those things are new to us. So we continue with that forward.

Develop a revolving fund. Chief Buxton commented that this is something that I would like to talk with you about a little later. For our capital reserve account for EMS capital EMS equipment. We have a belief that we develop a revolving fund to basically fund our capital equipment for EMS that gets directly taken out of the revenue that we generate. I think this has been a conversation with this Board before in regards to we pay taxes for the EMS system and then we receive a bill on top of that. You basically pay for the availability of the service for your taxation and then the revenue that's generated through the billing cycle becomes a user fee, and it gets reinvested within the program, and comes out of the operating budget. How do we make that happen? Is that something we want to talk about? We talked about the CASA accreditation program for EMS, self-assessment manual for our fire service organization, and talk about our grants.

What's our gaps? Chief Buxton said we exceed several things up there. When we talk about technology what does that mean? That isn't just IT related. That is when I say I'm not talking about networks and hardware like you see in front of you, I'm talking about radio systems. I'm talking about tablet and field technology and how is the public use all those things and how do we basically become a better service to the public with on line capabilities for our land use and our permitting capabilities.

Education. Obviously Chief Buxton said we need to continue to develop our employees through the self-assessment manuals. Emergency services. How do we deal with the large fleet? We're going to get into some goals in regards to the 1, 3, and 5 year out there and what are the costings of those things. We see a four to seven percent increase in fire apparatus every year depending on the manufacturer that you look at. I think that some of those costings certainly shocked me as a taxpayer in town. Where does that take us collectively to try to put a plan into place?

Budgeting. Chief Buxton talked about the revolving fund, the large fleet, and long-term communication solutions.

Community risk reduction. Chief Buxton said we have a program that we'd like to bring forward in the budget to basically talk about public notification utilizing a system called "Code Red". That is very similar to the dial up system that the school system has for the no school or notices if they were to have an event at the school. It's not only phone related and zeroed in via phone, it becomes an application that ties into the State of New Hampshire's emergency application system. If the State was to issue an emergency notice, you could basically get it in either your Smartphone, your e-mail, or we talk about the impact of those technologies.

Community outreach. Chief Buxton talked about the senior affairs program and how do we encompass that into the organization and how do we fund that. At this current point I can tell you that I'm proud to say as we sit there that we actually have a group of retirees that would love to give a hand with that to keep that connection to the organization. We really look at the costing of very minimal dollars to get that program delivered and to enter into a partnership with the seniors group and get that program pushed forward. So those are the things that we do. We continue to deliver our community CPR, community first aid and those types of things.

Chief Buxton stated I've provided you with a goal sheet for the organization and this is always one of those things. When you try to estimate the costing out really where to do you see the things happening. Our number one goal that we'll be bringing in will be the fire station again the budget time for discussion and consideration. I've put this in three different colors for you so you can kind of see where we're at. It looks like a lot of red on there. I think the dispatch consoles that Chief Lavoie and myself have spoken about that. I see a lot of topics underneath communications from tower construction to a potential for a point to point communication, field hardware, and dedicated support technician. As we continue to see our service needs, and I believe it was the IT Director was here and she talked about the length of time it takes to get field projects done. I don't manage the IT Department and she does. Those priorities we look and we say we're going to need some assistance to get a quicker turnaround in some of those projects. We're not looking to hire somebody to bring into the organization. What is the solution for that? Is that a consultant? Is that somebody that works specifically from IT to give us more assistance? I'm not exactly sure where that's at. I'm making a need known. I've let the IT Director know that I would be placing that out there during this conversation piece and basically say that we need to give some consideration because I do have a lot of technology out there in the field that impacts us organizationally. The number one piece of that is employee safety and public safety through our radio communication system. Those are all moving in the next generation of our radio system will be an IP base system. That is not something that I'm very - I'm a Fire Chief. I'm not really an IT guy or a software guy. That's where the technology is going, how the hardware communicate, and those types of things. The days of us not really knowing where the radio system is about and just pushing the mike and talking into the radio, those are far and over. I find myself in engineering meetings talking about Blue Tooth and how that all works, and getting those things accomplished. As they delete the older pieces of equipment and how do I basically set us up for a self-sustaining program. I will tell you that as I look at our radio infrastructure, I believe that we need to continue to have those conversations about what does that look like down the road and how do we become self-sustaining and be able to support that program over and over again.

Chief Buxton said our large fleet within the next five years, you go back to that original slide where you look at the two Freightliners. Those are going to be coming up for replacement. That means that the two frontline pieces that are operating today are somewhere in the realm of 15 years old. That is the goal is to run those trucks for 15 years the front line service and basically move them back to reserve and that escalator puts those trucks at almost \$500,000 per truck. We paid \$400,000 for the 2008 Pierce that's over at station 1 today. That same truck as we sit here was purchased by the City of Nashua and was \$480,000 last year. So those types of vehicles. We're not talking about Cadillacs. We're talking about Chevys and talking about custom fire apparatus with a larger frame to make sure that we get the life expectancy out of the frame to make the 20 years of serviceable that we're looking for. We've done some things internally to make sure that we attempt to get that 20 years of serviceable live out of those pieces of apparatus. Bringing the squad in is taking road miles off of the big fleet and actually put it onto a smaller fleet. Being the squad vehicle, you see that coming up in the next 3 to 5 years. You see your first chassis replacement. For those of you that weren't with us when we talked about the squad concept, we talked about building a truck that we would take the body of the back of the truck in 5 years, repurpose the body (inaudible) so take the truck portion out from

underneath it, remount it, and then at the 10 year mark we would build a brand a new truck. We spent some what I would consider to be considerable money. It was about \$200,000 we spent on that truck. We want to get that 10 year out of the body itself which is two chasses. With the road miles that we're putting on that, we believe that that is where we need to be. That chassis would end up being repurposed internally underneath basically a forestry unit which goes to reserve status. I think one of the things that I've talked with the Mechanical Division about changing within our apparatus replacement program is the purchasing of new trucks for forestry units that basically run a dozen times a year. That's not a good investment from my chair. What I mean by that is the trucks will always run rough because they're not being utilized and they sit within the station. It's nice to say you have a brand new forestry truck sitting within the station but if it's not being utilized because the call volume is not there to justify the new truck, you need to repurpose and redevelop those programs to utilize chassis that are 5 years old and then repurpose them out.

When we look at potentially doing that even with the ambulances under the ambulance program, Chief Buxton said you'll see next we talk about the capital revolving fund at \$200,000. What I'd like to do is have some conversation with the Board about going to a 7 year replacement plan on the ambulances and going to a leased purchase package. Right now your funding \$60,000 in capital reserve and replacing every 8 years. We've run into a chassis issue meaning we have to make a choice. We can either go with an international truck basically similar to the bucket truck underneath our ambulance which is going to push the price tag of our ambulances. We're already scraping at \$200,000. It's probably \$250,000 for an ambulance. If you could remember that, I was talking with the Town Administrator the other day. I can remember in the early '90s we were buying ambulances for \$130,000 and we thought was steep. We're now touching close to \$200,000. That's driven by the standard of the equipment that needs to be in the truck and moving that forward. We'd like to have a conversation in regards to that revolving fund and we fund basically all the capital equipment out of. Not only the ambulances but the defibrillators, the IV pumps, the stretchers. You know a stretcher I think we learned over the last year is \$18,000. We're talking something about something that has a life expectancy by the standard of seven years. So we need to put something long term in place that's going to fund these pieces of equipment and we believe that utilizing some of the revenue to do that is something that we need to do.

Emergency management wise, Chief Buxton said updating the emergency management plan and the hazardous material plan. Good news. We'll be able to secure grant funding for both of those programs. So the State of New Hampshire and the federal government gives us a hand there. I've identified the costs in there at \$10,000. There's usually a 10 percent match on those that we would have to fit into the operating budget which we normally do. That is a normal administrative function that we move. Then the Code Red public notification system basically is a costing of \$10,000 estimate. There's different scopes, different plans in regards to where those things go. I believe the Chairman had asked where financially did we see our loopholes over the next 1, 3, 5 years. That's where they are. I think that's enough to open dialog as to where we go.

Selectman Nichols thought it was a good presentation. I thought you did a great job on explaining everything. I enjoyed the presentation. Thank you very much. Chief Buxton thanked Selectman Nichols. I can only take part of the credit. As I said, I have a lot of staff that put a lot of time in it.

Selectman Luszey wanted to talk a little bit about the large fleet first because I think that's probably the easiest conversation. The two engines that you have in the 3 to 5 year range. It looks like Engine 2 and 3. Talk to me a little bit about why you're replacing those with engines and not squads.

Chief Buxton indicated basically what we look at is we need to for ISO rating I need to be able to provide a certain piece of amount of water flow, type of equipment we're going to carry. The squad vehicle is just not heavy enough to carry the thousand gallons of water that we carry on that piece of apparatus along with the equipment to be able to take care of fire suppression activity. When we looked at the squad, we had the conversation in regards to what were we expecting this truck to do. We're not expecting that to take care of any fire suppression at all. We're looking forward to do brush so we're not talking any structural activity at all. So that's where that comes from.

Selectman Luszey had a follow up. Then talk a little bit more about the whole squad strategy because what's missing for me now is the squad was to go out and assist in calls and be the first responder truck if you will, right. We're only doing that it looks like for the Central Fire Station. It's not applicable at the other two. Chief Buxton said the squad does respond town wide. So that does EMS for support in both the north end and the south end. It also picks up all the service related non-emergency calls where we don't have a benchmark for service delivery. So I'm not looking to - if you have a leaky faucet and you need us to come take a look, we're not responding code 3 with lights and sirens to take a look at your leaky faucet. We basically have the squad respond out of Central. It may take them 8 minutes to get down Lowell Road but you know what it took them 8 minutes to get Lowell Road. We keep the coverage within quarters and we've seen a great reduction basically in the amount of call back overtime that we've had. For those of you that have been around a couple of days, we used to trip coverage 2 to 3 times a day. We're basically talking about tripping coverage maybe once a week depending on the day and the service delivery that we're looking at. One of the things from the squad presentation that we're bringing back to the forefront in conversation, we have set a very aggressive schedule in our large fleet to basically take 15 years of front line use and then 5 years of reserve use. That 20 year lifespan is very long for a piece of apparatus. Okay in our service demand. The squad was to basically

take some of that road mileage off to make sure that we were continuing to meet that 20 year mark and we believe that we'll continue to do that.

Selectman McGrath had a question about the tower construction. Does that relate to the tower out at the Police Department? Chief Buxton said yes. Basically the radio tower project is a 3 phased piece. One when the police station was built in the early '90s, they put up a 40 foot tower next to the building that is basically covered by the trees today. I know that's something Chief Lavoie and I've talked about. That needs to be up over the tree line at basically 100 feet. Part of the renovation project is to get the tower off of Central Fire and off the roof structure and onto the ground. Part of that renovation is to put a tower next to the building at Central Fire. So there's two of the towers in the near future that we've talked about. We've talked about the potential of moving to West Road at either the landfill or the crown castle site. I've learned as late as today that there's some things with crown castle in regards to trying to charge rental fees. Large rental fees. The Town of Plaistow just entered into an agreed because they had a tower that was condemned and they are now paying \$6,000 to \$7,000 per year in rental to be within that site. When the new cost of a tower is probably \$80,000 to \$90,000. So where does that end up in the cost effectiveness? When we look at our foundation when we look at the - cuz it all starts at the ground level right. The RF is RF and we'll continue to be RF which is the radio system and how we communicate. We need to get above the tree line and how do we reduce our costing through the reduction of telephone lines? My prediction would be probably within the next 10 years the copper line phone system that we know it today probably is nonexistent. I can tell you from a fire department side of things, we are tied to that wholly for our radio system. I have phone lines that operate to all of our transmission sites which is 5 within town and it costs us - I forget what the number is within the budget each year. I need to find a new way to communicate that whether that's through fiber optic, point to point microwave. Somehow we need to deal with that because the New England Telephone copper cable wire is going by the wayside. It will be there. It will be up on the pole but they're not putting money into the infrastructure and switching. So that becomes a liability for us.

Selectman McGrath had one other question. Burns Hill Road if the voters approve constructing a new fire station and it's in the location that you proposed this year, what would happen with Burns Hill Road? What do you anticipate happening? Chief Buxton said if I had my way basically or my view on life is that becomes cold storage. I think that one of the things that we in town run short of each year as we all try to line up at Kevin's quantsit hut on Melendy Road to get our winter storage in place is cold storage. Whether it's the Highway Department having the ability to put some summer equipment in there, or the Fire Department being able to put the boats in there for the season, we run short on cold storage. Basically I would moth ball the building and utilize the base base so we could put mechanical storage in there. If you look at all the fire stations in town, we have out buildings at all three facilities. The Robinson Road station actually has two out buildings because that's where the bulk of our storage is for our mechanical fleet for spare tires and stuff. I would put that building to cold storage obviously with the support of this Board. Whether they chose to sell that property, we never really had that conversation.

Selectman McGrath said I haven't seen the plans for your new station and that's something I'd like to see and I'll need to see. That was something that was floating out there. I just didn't know what the plan was for Burns Hill Road. That's all I have for now.

Selectman Luszey said I still wouldn't vote for a new fire station down on Lowell Road. Speaking of the new fire station as you're preparing the next iteration for the budget, is it going to include a combined dispatch to address the communication needs of both fire and police? Chief Buxton commented that direction has not been given by this Board or is within my purview as the Fire Chief to make that determination. Selectman Luszey thought we need to have that conversation very shortly.

Chairman Maddox didn't disagree. Chief I have a couple of things. You have tower construction \$200,000 but isn't the Lenny Smith renovation taking care of one of those? Chief Buxton said correct. One of those is being done and then you look at the PD as probably - was on my list so I added it into my infrastructure. Chairman Maddox was saying is that's now \$100,000 because there are monies to do the Lenny Smith Station. Look at that, we just cut \$100,000 off of that. The Lowell Road station. You were going to do an after action report. I think that we need to see where we went wrong in explaining it. I know that the Selectmen on my right had questions. Again I think that we all failed to project the benefits. I think one of the things you're doing with the time response you could show what that station going to Lowell Road would provide. Chief Buxton questioned specific for that district. Chairman Maddox noted specific to that district. I know there's concern about traffic but they come out at Wason Road so if they're going to be coming to the nursing home, they're across the street and they can just hit the walk light and be over there. Chief Buxton said we actually told them we were going to put an elevated bridge in so they could walk over. Chairman Maddox said if they're going to Wal-Mart, they're on Lowell Road. That traffic is just going to be the length really of Demoulas. I think we need to do a better job. Hopefully we can get into one of the stations that look like what we're trying to build and show what we're trying to do. I think that we didn't put all of it that we could have into it. I think this is Hudson. Very rarely does anything pass a bond issue on the first round. I think people need to kind of kick the tires a little bit better. I think that if you could convince Selectman Luszey that the battle is won. I think we need to hear what your issues are.

Selectman Luszey said when I'm having my heart attack because he's going to add 2.2 miles to his distance, he's not getting there any closer.

Selectman Coutu said that's the problem. You're closing the fire station close to his house.

Chairman Maddox said if he's at Demoulas, we're going to pick up a lot of time for it. Again you know it is a function of where you hit the ground.

Selectman Luszey indicated it's not just me. It's all of the residents up in the south end up there in the rural section of it.

Chairman Maddox thought that's why the Chief if he could do an assessment - and I think you did one for me briefly but I got it right at the end - how many calls would increase with this relocation over the last year? So if you had 1,100 calls out of that station if 16 of them would have longer time, is that a ratio that we can live with?

Chief Buxton said the Assistant Assessor has put me in contact with NRPC in regards to mapping some of that data. We had manually done it in house which doesn't lead to a nice looking map I can guarantee you that. He believes that the NRPC through some of our membership fees there will be able to help us get that accomplished in a much better rendition.

Chairman Buxton said I'm sure he would be happy to give them a call and ask if they could push that for you. Again I think that Selectman Luszey's concerns are valid but I think when he even sees the ratio of better time versus increased time, I think he's going to be kind of surprised.

Selectman Coutu had just one question because it came up. Relative to constructing a new fire station in the plans that were designed for the proposed site on Lowell Road was the fiber optic included? Chief Buxton said there was technology money in that budget yes. Selectman Coutu asked fiber optic connecting that station...Chief Buxton said there would be the ability to do it one of two different ways. We need to go from Pelham Road at Lowell down to 203 Lowell Road that one section. We had monies in there to do that.

Chairman Maddox said to the Chief I think that again the squad truck. I listen to my pager probably more than most and I'm hearing it being utilized and in fashion that I think our goal is going to be met of reducing the mileage on our front line trucks by 30 percent? Chief Buxton said yeah we to date probably if you take the drive out from Illinois out and then back. You probably have already seen in the 6 months that it has been serviced a 2,500 mile reduction in where we've been at off of our large fleet. Now which truck does that come off of? You spread it across the board right because it's now under one truck. So we're at almost 5,000 miles on that piece of equipment. We take out the trips to the factory because it was built in Illinois and you end up with a mileage on there to date of about 2,500 miles. That truck has already answered 225 calls within town. In my estimation we're getting what we thought we would get out of that truck. As the deployment plan becomes more cemented in us organizationally, it becomes more the norm. We have a lot of utility tools that are being put on that and changing every day as we look at how do we increase things here or there. In the Mechanical Division and the staff do a great job at saying you know what the latest one we really could use a little giant ladder. Let's get a little giant ladder because I don't need to bring the big red truck to have the closet ladder if I can get the little giant ladder on that truck. Okay. Let's get it accomplished. That takes the big red truck off the road and puts the little red truck on the road. That's really the goal to make sure we're delivering service efficiently.

Chairman Maddox noted Engine 2 which is the one that's in the Lenny Smith Station correct? Chief Buxton said Engine 2 the Pierce is in Robinson Road so the Freightliner out of Lenny Smith is what's running out of there. Chairman Maddox said it's probably got cobwebs on it. I mean it doesn't go out much. I mean it really is from what I hear you know you have a bark mulch fire. You don't need to take a half a million dollar truck. It gets what a mile to the gallon. This truck is going to - what's that truck, it's not much. Chief Buxton said it's like 2 miles to the gallon for one of our large trucks. Chairman Maddox thought again this is what we saw the potential. I think it's coming to fruition. I think the squad truck and to Selectman Luszey's maybe the thing to do is put a squad at the two ends and bring them in. Again that's something as you mature this it looks good. The big truck is just expensive and I think that's what we're going to have to take a look at.

Selectman McGrath said you touched on doing the rent lease option as opposed to a purchase option. Can you talk a little bit about that? Chief Buxton said sure. One of the things that we've talked about was specific to the ambulance and that's where we're closer to right now. We would go to a lease purchase program where we would lease 3 ambulances up front. They'd all be built the same way, some compartment configuration, equipment is in the same spot, and all those types of things. Basically at the 7 year mark, we would take the box off of that chassis and remount it on the new chassis. Very similar we're doing with the squad vehicle and then every other cycle you build a brand new ambulance. I would be hard pressed to go out more than one cycle because they are aluminum. We attempted back in the early '90s when we started talking about going away from the Cadillac and van style ambulances to the modular. We talked about doing that back then. The technology just was not there. They were built out of plywood. You got a lot of rot in the floors. You're now looking at all aluminum construction or stainless

construction within the ambulances. So we believe that that wear and tear is now coming full cycle because the technology is catching up with the wear. So we'd be able to reduce the costing of that - come up with a consistent price. So say its \$3,000 we're putting in the (inaudible), maybe it needs to be 100 but we know that it's going to (inaudible) as we move forward. It's paid through out of the revenue stream. We're not going back to the taxpayer every time we need a new ambulance. It becomes funded out of the system itself. So that's something that we think we should look at. Same thing very similar to throw the large fleet into that conversation. I believe that you're doing at least purchase with the Highway Department for their 10 wheelers. Are there any cost savings there? I haven't researched that out yet. If there is, how do we get that brought forward and that would be something more at budget time as we start looking at the large fleet and how do we get that accomplished.

Chairman Maddox asked Chief have you also looked at taking half a million dollar truck at year 10 and having it gone through. Chief Buxton said we actually as you look at our capital reserves, we talked about the capital reserve for the refurbishment. We're putting \$20,000 into a refurbishment account. We have money in that account. We're basically outlining that at year 10 we'll take the KME which is stationed out Burns Hill Road and at year 10 for the Pierce, we'll also take both of those trucks and put them through a refurb. That means what more work does it need? What pump work does it need? Does it need a major overhaul? Are the window seals still good? Is there rust on the body or paint deterioration? The things that we need to fix and put it through some sort of a refurbishment so we put a front line piece of apparatus back out there and then try to make sure that we're maintaining that 10 years. I can tell you the last two custom pieces of fire apparatus regardless of the vendor that were put to pasture by this organization were basically towed out of the yard at the 20 year mark. That just comes from the wear and tear of everyday and how do we get them there? When we start talking about investing in transmissions, and motors, and those types of things, we should be purchasing a truck that's going to make it to 20 years and how do we help it make the 20 years?

Chairman Buxton indicated a lot of that Chief was driven by mileage that hopefully the squad - I mean we were sending a front line fire truck every time you had an ambulance call. I think that the one good thing that you're doing right now with the squad is, again, you're just taking those miles off of very expensive trucks. I'm hoping that we're not expending as much fuel and/or wear and tear on these front line trucks for manpower transportation. That's all you're really doing with the squad is bringing the manpower you need and maybe some small equipment but it's really the manpower to be able to deal with a medical call that is of a certain level.

Selectman Luszey said the refurb at 10 years is that required to get us to the 20 year or...Chief Buxton said the 10 year mark was pulled out of historical data when we looked at those two pieces of equipment. We felt that if we had had this program in place earlier on, those two pieces of frontline equipment we would not have invested money that we did within the last two years of its life. Both of those trucks ended up being \$20,000 worth of mechanical type monies down the road on transmissions because the refurbishment was not available. There was no program set up at that time. So the refurbishment program has been set now. It was established under Chief Murray probably 5 years ago. So we're coming up to that term where we're going to see our first opportunity here within the next year to talk about the KME getting some refurbished work and then the 2000 Pierce will be right behind it. So we'll move down that path.

Selectman Luszey was doing some math because it says if we're putting \$20,000 a year away for refurbishment that says in 10 years we have \$200,000. If the cost of a new machine is \$500,000 is that a good deal? Why wouldn't we take the 200 and trade it in and buy a new one? Chief Buxton said if you'd like in year 10 to trade them in that would work for me too. I say that in light but...Selectman Luszey wasn't sure if it's a good deal. Chief Buxton said when we look at - you're zeroing in on two pieces of equipment. When we talk about the large fleet, when we talk about money going into the ladder truck, money on the engines, the four new trucks, so that refurbishment money that \$200,000 that you're raising over the 10year period is being spread out over probably 7 different vehicles. How is that spread out to make sure that we're keeping the equipment operational? It's a new program that we have in place. We've utilized it on the ladder truck a couple of items now. We needed to do some significant work on the main what they call is the swivel seal on the turntable two years ago. That was upwards of \$30,000 worth of repair. So some of the repairs when you start talking about the money you're holding back, it seems like a large amount of money but when you look at the replacement of that truck at being \$850,000 is that \$30,000 investment a good one to get us another few years? So how does that get played out?

Chairman Maddox thought the Chief will probably at some point look at all the options. I mean there's probably a number of you know maybe we buy another - I hear people groaning now - but the Freightliners to put into the Lenny Smith station since it's not rolling every day. Those have actually served us very well. Chief Buxton said I will tell you that if I could still purchase that type of fire apparatus, I would today because what you see on that truck is what I was taught to operate on. Everything is manual. Everything on the newer trucks in the '06, the '08, they're all electronic driven. The throttle is electronic driven. The tank lights are electronic. There's no manual anything and that's the standard change. That's not necessarily the industry that's the standard change in what we're required to have a certified piece of equipment that's changed over that time period. The commercial chassis versus the custom chassis, there's some limitations on those chassis alone so when you look at the custom chassis it comes with a bigger frame, bigger braking system. Even in the early '90s when the two Freightliners were brought in if you look in the historical records, you'll find that the E1s had a braking issue. The braking system was too small and that was the commercial chassis were just not brought along fast enough. The technology was not there. The braking systems

have not increased. That is something that we'd research out when we start talking about replacements. The simplicity of those trucks - the aluminum frame body with the manual throttle with manual levers, love all that stuff.

Chairman Maddox asked to talk about the elephant in the room - the ladder truck. Now by raising the doors at the very least we're not going to have to build a squat custom ladder truck. Just a run of the mill ladder truck is running \$800,000 - \$900,000? Chief Buxton said I will tell you that 100 foot aerial ladder with no water, no pump, compartment space on a custom chassis so you have the heavier frame to get that lifespan is about \$850,000. I will tell you that if you look at the City of Nashua, they were spending 13 on a new ladder truck that will come in in June. That is a tower ladder. The latest aerial device or straight ladder that they purchased was \$1 million. They had some bells and whistles added onto that truck. When I talk about replacing a piece of apparatus, we're really talking about the Chevy level and get back to compartment space and the ladder truck that's going to be utilized. The question in the room will be why do we need a 100 foot aerial ladder? I think if you look at the Town of Hudson and you talk about not so much the height but you talk about the reach capability and how that gets laid out, the distance from the road to the house is where we really need that capability and you think about a winter where you have 108 inches of snow and trying to maneuver a 35 foot extension ladder to get to that chimney fire. I can tell you from an efficiency standpoint, we're far more efficient being able to throw that 100 foot aerial ladder and put 2 employees at the end to deal with those things and we are hauling that equipment around. It's a safety factor and something that we look at.

Chairman Maddox asked Chief Buxton what do you think its life expectancy is. Chief Buxton said I've put that down to be brought up within the next 5 years for discussion. I think that you put a motor on that truck and I believe it was '04. I think it was '04 that they put a motor in there. I can tell you that...Steve Malizia said they put the extensions that was an insurance claim. Chief Buxton indicated it was an insurance claim in the early 2000s. One of the things that I think you probably would agree is that I'm a planner and we don't have a plan on what we need to replace with today. I think that coming to terms with what we need for us organizationally and not just buying something to buy something. We want to put a product together that will serve us efficiently for the next 20 years. We need to get a group looking at that and you need to get them basically identifying what we're looking to do with it. The renovation at Central Fire Station is a huge relief for us. When you go to a 12 foot door and you're basically not having to build a custom truck that is built down into the frame that opens up a lot of flexibility for us. By the time you look at a 10 foot door that is there today going to a 12 foot door, we're going to get some height and get some efficiency out of that.

Selectman McGrath said that is going to take place the higher door. Chief Buxton said yes that is part of the renovation.

Selectman McGrath was not clear what you meant by the elephant in the room. Chairman Maddox stated that's just a big dollar purchase. It is one of those things where - Selectman McGrath asked you're talking about the ladder truck. Okay. Chairman Maddox was saying that that is a \$1 million. We're going to try to get \$850,000 but I'm betting by the time we buy it, it will be \$1 million. That is just a big hunk of change. I think that we need to be planning sooner rather than later to be able to replace that vehicle. If you're saying it's got 5 years, I think that again maybe we bite the bullet and put more money into the capital reserve for that purpose and then be able to at least say it's only going to be a \$600,000 hit to a warrant article as opposed to \$1 million. Chief Buxton stated I'd love to tell you that there's a grant program out there but they've done away with it. They've done away with that apparatus piece.

Chairman Maddox asked to go back to Selectman Luszey's Rhinoceros in the room - the combined dispatch. I think there's one new member and I don't think Selectman Nichols was on during any of the discussion for combined dispatch. Does this Board have any inkling to want to go anywhere near that? I think the one thing that I would say is if we look at what we're going to have to do with the radio system, if we're going to do it, it should be now. Again putting them all in one building as opposed to - and I know you have the backup site at the Lenny Smith Station but if you're talking about \$750,000 for consoles and associated radios, doing it around built around combined dispatch makes sense. Does this Board, again you know we've run up this pole and then we've slide right back down. Where do we want to go with this?

Selectman Luszey was still with it. Given the amount of money that we're talking about in terms of communication equipment, I'm pretty sure the police would be here talking about pretty much the same thing needing to update all their stuff. We're talking about the construction of a new building, I know the Chief would like to use the Burns Hill for cold storage. The dispatch center can be anywhere. Technology does not tie it to a facility. We can include it in the new construction. We can include it in the renovation of an empty building. I think we should tackle it. There is a savings to be had in combining dispatch. You get better coverage. You get better utilization of employees and all that good stuff.

Selectman McGrath said I'm not convinced that there should be a combined dispatch. I wasn't convinced when you talked about it a while ago. I'd like to hear from Chief Buxton and Chief Lavoie because they're the ones that are going to be impacted by that. Whether or not it makes sense for them to have dispatch for fire and I was out at the police station a couple of weeks ago and they have two dispatchers out there. I thought that when I talked to Chief Lavoie it seemed to me that they should have two on at a time as opposed to having one who is if I remember our conversation correctly that during a certain time of day, there's only one dispatcher. I don't know that that's the

smartest thing to do. I'm certainly not questioning - it's a staffing issue. It's not whether or not he wants to have just one on at a certain time but it's a staffing issue. I'd like to hear from them because they're the ones that are going to be most affected. They're the ones that really we rely on the citizens and the people that are going to use those services. They rely on their expertise to tell us whether or not it makes sense to have combined dispatch in one location. I'm not smart enough to know that. Intuitively when I heard you talking about it a year or two ago, it didn't make sense to me.

Chairman Maddox thought it was like 3 years ago. I'm just saying it's been a while. Just for your edification even if there's one police dispatcher on right now, there's also one fire dispatcher. They would be in the same room now rather than being a single person in two separate rooms. It's not like we're expecting the one person to take all of the calls for both departments. It would be the staff that are now separate combined in one space. I know you and I spent a number of meetings Selectman Coutu in regards to this. We thought we had made it to the top of the hill and all of a sudden the ground opened up.

Selectman Coutu noted there were two problems - the cost. The numbers just kept escalating meeting after meeting. We couldn't nail it down. Two - I won't get into it but you and I certainly know and I think both Chiefs know that there was the question of supervision and who was going to have control which I said right from the outset was going to be a problem. I don't think that's ever been resolved. It becomes territorial. I'm not blaming one or the other but things like that become territorial and they both share a certain amount of responsibility because it affects both departments. So I understand that. I'm not saying it in a negative vain. I'm saying that it's something that needs to be discussed. There's a lot of intricate details that would need to be worked out. I'm not adverse - we got into it enough that I thought it was a great idea. It was going to be a lot less costly than what had been originally predicted back 9, 10 years ago before I came on to the Board of Selectmen. It was going to be \$1 million package to do the whole thing. I think we can do it for considerably less but it's putting all the pieces together. I like the idea of maintaining the dispatch at the fire station for redundant purposes and having that redundancy. I always said it's good. That was a very positive thing. I certainly would like to have it looked at but I hear where Selectman McGrath is coming from. I think it's something that, again, whether you want to involve the IT Director or just you and the Police Chief sit down and collaborate and decide whether or not you think this is worthwhile presenting to us, whether it's feasible. There are a lot of other little nuances that come into the package. Restructuring the union, taking people in two different unions and merging them into one. All of those things have to be looked at. If the both of you are serious, then I think as Selectman McGrath said I think that you need to come in here and say we're for it or against it. I will respect that decision. I certainly would and I'm not going to fight you one way or the other. I think you need to make the decision. This will work. It's a benefit to the community because or this won't work for the following reasons. We like it just the way it is and then what are the costs comparisons with keeping it the way it is but upgrading some of the equipment because I know you have some antiquity over there that needs to be replaced versus what would it cost us to combine the whole thing and put the needed equipment the added console at the Police Department and then we still are going to have to spend some money here at the Fire Department to make sure the redundancy kicks in when and if it ever becomes necessary.

Chief Buxton said from my vantage point in regards to combined dispatch, I think that there's a level of discussion that needs to take place between the IT Director, the Police Chief, and myself as we look at that plan coming forward. I do believe that there is a piece of that that affects the IT Department. I will tell you that the vision of what combined dispatch - I hear a lot of conversation about the end piece. Everybody sitting in one room. If that's the vision from this Board, I think that needs to be laid out for the Chief and myself. I agree with your comment to get a professional opinion from us in regards to our organizations and what that impact is. I can tell you from an equipment and infrastructure standpoint, I think that combined dispatch from the infrastructure standpoint definitely makes sense. I think that both Chief Gendron and Chief Murray when they purchased the radio equipment - they both bought at the same time but were on different platforms. The equipment is of different ages. We should be on one piece of infrastructure. What the age of that is and how that gets accomplished, maybe the vision of what combined dispatch is is different than what we think it is. Maybe it's talking about equipment and not talking about where people are sitting and those types of things. I don't know that. I need to sit down and talk with the Police Chief and bring that forward and those discussion points. I will tell you that from a sustainability standpoint and my budget as I look at and I think that we both came to the reality last year when you look at dispatch console, its \$100,000. I think we both swallowed hard as we sat here and said yeah we need \$500,000 for consoles. I think that that's a reality for everybody in the room. That type of equipment is not inexpensive.

Chief Buxton said unfortunately you get to a point where we're coming to the tail end of some of that equipment and they're not making repair parts any more. I think Selectman Maddox and myself have had conversation about well it's not all going to fail tomorrow. I don't disagree with that thought process. I think organizationally we've done a good job in regards to maintaining some backup parts. We've entered into some agreements with our vendor in regards to them having some backup parts and available to us on a 24 hour basis but we need to continue to put that plan together and how do we get to the long term picture. I will take that message and talk with him.

Chairman Maddox thought that it would be interesting. I think we went to Waltham and Ipswich - up in the north shore. I'd just be curious if they still have combined dispatch and how they've faired with that. I've always looked at it as I think it is better for the voters and our workers. I think that if you're calling in at whatever hour and here's only

one dispatch run in both locations, right now as it sits Chief it hasn't changed. The dispatcher has to take a radio with them to the bathroom. Again just not the greatest working conditions. If the dispatcher at the police station who is probably the only person in the building sometimes has a problem, we don't know about it. So again I think there's some issues that need to be looked at and maybe that can be solved by technology. I think that the Board needs to at least kick it a little bit to see where we want to go with this or we just stay the way we are and realize that we're still going to have to spend a lot of money. I don't think there's going to be a lot of huge savings in combining dispatch. I've always thought it was going to be better and far as services and for the employees. I guess we'll have the Chief talk to the Chief and the IT Director and come back and we'll see where we want to go with this. We still have sufficient time in the budget cycle. I will say that I think it needs to be at the police station. I'm still of the mindset that it needs to be in a secure facility. Putting it in the old Burns Hill station I don't think serves either department well. Again that's something that the professionals can tell us. I could have sworn if you're tying into NCIC or one of those it had to be in a...

Selectman Coutu asked are you talking for the police or for the fire. Chairman Maddox said police. Selectman Coutu said NCIS. Chairman Maddox said there was something they told us that there was a requirement to have it in a secure facility. Again we at least want to have...Selectman Coutu commented National Crime reporting or something.

Chairman Maddox asked the Board where do we want to go. Chief I would like to hear you come back with the revolving capital fund for the ambulances. With my ride alongs that I've done over the years, I think the number two issue from you staff has been that today you're working on ambulance one and the compartment is over there and you go to ambulance three the next shift and the compartment for that particular piece of equipment is somewhere else because they're not all the same. All the equipment doesn't line up and you don't think about that as being a big deal until he's riding in the back of the ambulance and you're being driven to the hospital and he has to think oh I'm in ambulance three I have to go over this way. Again I think that buying them all the same time, keeping them standardized - you're looking at me.

Selectman Coutu said now I'm perplexed. Don't you have the same ambulance in the same station at all times? Chairman Maddox stated they work in different places. Selectman Coutu said why should they. Don't we keep them in the same house? Do we have a crew assigned to station one? Chief Buxton said correct but if they have extra detail for shift coverage wherever they're work in a different building. Their personnel assignment are probably for a year at a time and then they move from one district to another to shake up supervisors, professional development...Selectman Coutu asked it takes that long to figure out that the tray is over here instead of over here. We're talking an ambulance and not a four story building.

Chairman Maddox told them that that's probably been the number two issue that they've always said it would be nice if they were all the same. Again I'm the one laying on the stretcher so I'm really not paying attention.

Selectman Coutu asked what was the number one issue. You were riding along with them.

Chairman Maddox was just telling you that, again, that's an issue that - they're working on this piece of equipment all the time. It doesn't matter to us. We just look in the back and go nice, shiny.

Selectman Coutu indicated when I got in they knew what they were doing. I don't remember but I was told they knew what they were doing.

Chairman Maddox asked Chief Buxton anything else. Are we going to rebrand? I'll tell you that I think that it should be Hudson Fire/EMS. I don't know about you but people say to me all the time we don't have any fires. We have a lot of EMS. Chief what is it 85 percent? Chief Buxton indicated we were 67 percent of medical. Chairman Maddox asked are you counting the other ones - illegal burns. How do you get up that high? How many structure fires do we have? Chief Buxton said we were up last year - 2014 was 28 I believe structural fires overall. You were looking at 64 percent EMS. Rebranding if that's a mission of this Board for us to consider that internally, we can bring that forward to staff.

Selectman Luszey said if you're done the rebranding.

Chairman Maddox thought that people don't think about it as what they do for us.

Chief Buxton said I will tell you organizationally that we use the word "all hazards". Chairman Maddox said that you're saying you're the Hudson All Hazard Department. People will certainly be confused. Chief Buxton didn't say that should be the title of the organization. I'm just saying that we approach it from an all hazards standpoint if you look at what we're responsible for today from the zoning and code enforcement piece, through the Inspectional Services Division, to the emergency services delivery we are far more than just an emergency services delivery group today.

Selectman Luszey said the only two items we haven't touched upon is radio and dedicated support technician. Are we okay with the Chief doing something immediate?

Chairman Maddox didn't think he defined what he was actually looking for in dollars or...Selectman Luszey said he didn't in dollars but I heard he's looking for a technician ASAP to address his needs. Chief Buxton said we would need to look at something for technician level for support staff. So is that something that we bring forward? We've put money in the budget - I'm drawing a blank on the name of the line but professional services within our budget. Is that something that we potentially look at working with the IT Director on and identifying how we're going to deal with some of those things? That's a conversation that I would have to have with her and then put a plan together to bring it forward for authorization to expend those monies.

Chairman Maddox asked is it really a function of we just can't get the stuff done with the staff we have internally or is it externally...Chief Buxton said some of it is software driven which we don't have the expertise in house. So is that something specific that we can support the IT Department by bringing in a consultant? I'm not really sure. Does she need some assistance bringing in an intern? Do I bring in a temp. to work on radio programming and those types of things or do we put more money into our maintenance line item with our vendor? Where are those things done? I say immediate that's a need that we see immediately as we move forward for the next budget cycle that happens over the summer and we bring that forward with a plan. How to expend those monies out of that professional services line.

Chairman Maddox asked is that tied with the field radio hardware. Chief Buxton said yes. Chairman Maddox said forgive me. I've sat in this room and heard that if you spend this \$300,000 it will be the last money we'll spend on radios in Hudson. You know we just never stop spending money on radios. How many...Chief Buxton said I'm going to tell you right now that the Astrospector radio that we currently have in every piece of apparatus and vehicle within the Fire Department is no longer being produced. This is going down the same path of the consoles. It happens. It gets phased out. I will tell you when the State of New Hampshire put this program on the grant program because most of this radio system was funded through the grant program, you were 10 years into a 15 year life build cycle. By the time they made it available to us by grant, it was already 10 years into the build cycle. So we had 5 years of production, and then another 5 years of part production, and then it's going obsolete and we're right there.

Selectman Coutu commented IT is going to kill us financially. It already has. Give me a pencil and piece of paper and I'll do your budget. I don't need a computer.

Chairman Maddox asked Chief Buxton can you come back with those two items with some sort of dollar numbers. I don't think we're opposed because we don't know what it's going to cost. If it's \$1,000, we might be there. If its \$200,000, we might be tweaking.

As Chief Buxton said at the beginning, this was to open the dialog and that's where those things are. Chairman Maddox said you've seen to have gotten the message of that's what we're looking for from the workshops. We've heard some stuff here we don't want to know about that we need to know about and the taxpayers need to know about. That fire truck that has the nice ladder on it is very nice but it ain't cheap and it's getting to the end of its life. That's what the idea at least in the Chair's opinion of the workshop is meant to be is for you to tell us the good, the bad, and the ugly. I think you just need to come back with what you're looking for for a dedicated support technician. I think that should probably be a contract services. That phrase scared, concerned some of us. If you need to bring in help to be able to support IT in getting your mission accomplished, that's one thing and I think that's supportable. Dedicated support technician sounded like you wanted to have your own IT person which starts another whole...Chief Buxton said I do not want to run my own IT Department. I guarantee you that right now.

Selectman McGrath thought this was an excellent presentation. Excellent. A lot of detail and a lot of information that I'm going to continue to look at and try to get smarter on.

Being 10:08, Chairman Maddox asked is there anything that the people need to tell us today rather than waiting until next Tuesday. The only thing I will say to everybody is don't forget that we do have a date to meet with Kinder Morgan which is the 16th at the Community Center. Hopefully they will give us a presentation and then we can make some decisions based on that. At this point that's what it's scheduled for.

5. OTHER BUSINESS/REMARKS BY THE SELECTMEN

Selectman McGrath - Just one quick thing and I'll bring it up next week. I talked with Jim Michaud the other day about the tax bills and possibly putting some information on it about what the breakdown is. I'll bring that up next week. He was going to mention it to you Steve I think. Steve Malizia said yeah I just looked at the copy of the tax bill. Chairman Maddox thought we had a breakdown per household what exactly it cost them. Selectman McGrath said we can talk about that next week.

Selectman Nichols - I just wanted to say I went to the Benson's 5th anniversary party on Saturday. It was phenomenal. Families, children, and everyone was there. It was jammed packed. There were so many free things and people were enjoying themselves. It was a beautiful day. I wanted to tell them thank you for planning on a great, great, great thing because I had a good time. They put me on the popcorn table but I can't eat. I love popcorn and the smell of it was driving me crazy. I'm the number one martyr of that park I want you to know.

6. ADJOURNMENT

Motion to adjourn at 10:10 p.m. by Selectman Luszey, 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