

**HUDSON, NH BOARD OF SELECTMEN
Minutes of the May 6, 2008 Workshop**

1. **CALL TO ORDER** by Chairman Ben Nadeau at 7:00 p.m. in the Selectmen's Meeting Room at Town Hall.
2. **PLEDGE OF ALLEGIANCE**, led by Fire Chief Shawn Murray.

3. **ATTENDANCE**

Selectmen: Ben Nadeau, Rick Maddox, Ken Massey (arrived 7:20 p.m.), Shawn Jasper and Roger Coutu.

Staff/Others: Town Administrator Steve Malizia; Fire Chief Shawn Murray; Deputy Fire Chief Neal Carter; Deputy Fire Chief Rob Buxton; Tom Tollefson, HLN

4. **DISCUSSION ITEMS**

A. **Fire Department**

Fire Chief Shawn Murray and Deputy Fire Chiefs Neal Carter (Operations) and Rob Buxton (Support Services) were recognized. Chief Murray said they were present to discuss the facilities study location, the apparatus replacement program, impact fees, the SAFER grant and anything else the Board wanted to discuss, as they work towards the next budget cycle.

❖**Overview of the Fire Department.** Its mission is to preserve life, property and the environment from manmade and natural disasters, while providing emergency medical services, fire and rescue operations, communications, public education and fire prevention programs. They currently have 64 personnel on the employee roster—1 Fire Chief, 2 Deputy Chiefs, 5 full-time Captains, 1 Call Force Captain, 4 full-time Lieutenants, 1 Call Force Lieutenant, 26 full-time firefighters, 16 Call firefighters, 4 dispatchers, 1 Fire Inspector, 1 Fire Prevention Officer, 1 Executive Secretary and 1 Administrative Aide. The Operations Division is the largest in terms of personnel who are responsible for responding to requests for fire and EMS services, and is supervised by Deputy Chief Neal Carter. The division consists of four shifts of eight personnel, working two 10-hour days, two 14-hour nights and four days off between duty shifts. They provide coverage 24/7, 365 days a year. The Fire Department has three stations in town, two of which are manned around the clock—Central Fire Station on Library Street and Burns Hill on Burns Hill Road. This year, the Robinson Road fire station is manned Tuesday – Friday from 7:30 a.m. to 6:00 p.m. with two firefighters and Capt. Grebinar, the training officer, when he is not at the station conducting fire training activities. The Central Station and Robinson Road Station are supplemented by Call Force personnel and recall of full-time personnel. The Support Services Division, supervised by Deputy Chief Buxton, includes four dispatchers, the Fire Inspector and Fire Prevention Officer. The dispatchers are the first people the citizens come in contact with. The NH 9-1-1 public safety answering point system route calls for fire and emergency medical services to the Hudson Fire Department. A dispatcher, located at Central Fire Station, processes all emergency and business calls from the public. The FPO and the Inspector provide a wide array of services to the public. Both the FPO and Inspector provide plan review, assembly occupancy inspections and assist contractors with building projects and developments, both business and residential related. Both individuals conduct fire investigations and public education duties, to name a few. The Fire Department continues to experience a rise in the number of calls for service, which includes fire and EMS emergencies, inspectional services, service calls and other non-emergency requests for services are some of the examples contributing to the rise in their overall calls for service. The town's population is projected to continue to increase by 1.4% per year over the next 20 years and, if these projections hold true, an additional 6,402 persons will be added to the population by 2020. With an estimated population of 29,330 in 2020, Hudson will continue to reflect a suburban community, with urban elements, including non-residential and multi-family residential development. The Fire Department provides protection to 28.5 sq. miles of land and 0.8 miles of in-land water area.

❖**Facilities Study** Chief Murray said relative to the feasibility study that was conducted, they had a PowerPoint presentation. In March 2007, the Board of Selectmen authorized an RFP for a facilities and location study of the Lenny Smith Central Fire Station. In June 2007, the Board awarded a contract to Pacheco Ross Associates at a cost of \$21,750. In September 2007, a draft report was presented to Pacheco Ross, at which time the Selectmen requested further information on renovation costs. In November 2007, they received the final report, with further information on the renovation costs submitted by Pacheco Ross. All of the information on the PowerPoint comes directly from the facilities study (copy on file). It would take at least three hours to discuss every page of the study.

The Central Fire Station is a two-story building, built in 1952. A two-apparatus bay single story was added in 1978. The original building is 56 years old and showing its age in terms of infrastructure and systems. Some systems, however, are still serviceable at this time. The scope of the study was to assess the Lenny Smith Central Fire Station to determine its continued capacity to serve as a fire station, identify specific needs in terms of facility conditions and locations, conduct an evaluation of department needs, response, training issues, operations and growth potential and that was conducted to determine the basic needs to accommodate firefighters, EMT's and the public, to assess the size and scope of the fire station that Hudson needs and to determine if this amount of space can fit into the existing site. The information that was gathered generates a space analysis document and comes up with the probably required building size. The facilities study also looked at the code requirements and current compliance with those codes, which included the International Building Code, National Fire Protection Association Standards, Americans with Disabilities Act and another consultant document was FEMA FA168, which is a document for safety and health considerations for the design of fire and emergency medical services stations.

According to federal and state law, when a building is renovated or altered for any purpose, the alteration or addition must comply with ADA standards. As far as access, ADA compliant fixtures, proper space between fixtures, proper door width and swing are some of the requirements. The study itself goes into more detail about some of the deficiencies in the current fire station. The study also looked at the mechanical systems within the building. Some of the code violations were there was no ventilation and makeup air provided in the building, existing boilers and chimney needs repair and upgrades, the bay floor has drainage and leakage issues and, subsequently, leaks into the boiler equipment in the basement. The kitchen requires a commercial hood fire suppression system and a ventilation system and there are a number of energy conservation requirements, including heat and hot water, outdoor air temp reset schedule, night temperature setbacks, efficiency ratings of split systems, heating and hot water pipe insulation and domestic hot water piping insulation. The study itself identifies further deficiencies, as well. As an aside, they did participate with the Green Team's energy audit of their buildings a couple of months ago and are waiting for the results of that, which they will forward to the Board when they get them.

Other code violations included electrical installation of GFCI's, where required by code; installation of AFCI's for dormitory areas, fix wiring problems with open grounds and neutrals, provide local disconnects for electrical devices with proper clearances, repairs and corrections to power panels for multiple circuit per breaker and missing plugs, blanks and covers, and upgrade grounding system with ties to building steel, piping, rebar, etc. Most recently, when having some backup electrical outlets installed to tie into the generator, and some of the electrical issues in the kitchen, they were told they were just about at capacity. The current backup emergency generator, which ties into Town Hall, service disconnects and upgrades need to be done with that, also.

Some of the plumbing code violations Central Fire Station is facing--separation between domestic and sewer building entrance piping, commercial rated thermostatic mixing valves are required for domestic hot water, there is insufficient water service and missing backflow preventer, ADA-compliant plumbing fixtures are needed, as well as repairs to the underground oil storage tank. Some of the life-safety codes are installation of a sprinkler system with upgrading city water entrance; missing carbon monoxide and smoke detection system in sleeping areas. Some of the current structural and site needs that were identified are drainage in the rear parking lot of a building--they have a main roof leak and multiple other roof leaks--the addition roof needs to be replaced; an ill-efficient heating of apparatus bays, the furnace life span was questioned and water leaking into the basement. Overall the building is structurally sound, but does not meet the current building codes, the ADA or the National Fire Protection Association standards. Heating, air conditioning, ventilation, and electrical systems are reaching the end of their serviceable life.

Pacheco Ross assessment of the station's condition: repairs, while needed, will not notably extend the building's serviceability or life; renovations, such as gutting and replacing mechanical, electrical and plumbing systems, are not practical or cost-effective; a circuitous corridor circulation pattern on the second floor has been created by addition or movement of interior walls and internal changes to the interior were not well thought out or conducive to firematic layout. In terms of life safety, there is only one single egress stair from the second floor and there are several other egress and exit issues.

A visual slide showed some of the heating equipment in the basement, with a wet floor, which is a constant wet environment. Due to this wet environment, the life span of equipment is reduced. Electrical work to this unit was done, due to a burnt out blower and control boards. They've had to replace a number of control boards over the winter because of leaking on to the equipment. The Central Station size, including the original apparatus bays, the apparatus bay addition, first and second floors (non bays) is 9,806 sq. ft. A typical fire headquarters would have the administrative offices as part of it. Over the years, because of the growth in manpower and need for space, the town purchased the brick building on the corner of Ferry and Library, so that square footage was also added in. The administration building, first and second floors, is 1,800 sq. ft. for a total of 11,606 sq. ft.

As part of the RFP for the study, the Board approved having a space needs analysis done. That is a process that includes looking at a modern fire station, the sq. footage needs, ADA requirements, etc., which is all taken into consideration. For the first floor, they would need 17,677 sq. ft.; the second floor area, 5,852 for a total of 23,529 sq. ft. for a modern fire station that would meet all of the requirements. It provides for modern bays that are larger than the current bays and are safer for training and maintenance within the bays. It provides for a properly-sized and secure dispatch center, for apparatus bay support services, a safe, accessible and energy-efficient facility for firefighters and citizens, a long-term cost-savings and return on investment due to the development of a modern fire safety facility with energy efficient mechanical, electrical and plumbing systems, and it provides for a facility that will meet all current and accepted building codes.

Pacheco Ross came up with a number of options and recommendations—1) Repairs, maintenance or minor remodeling—cosmetic changes only. (No cost benefit.) 2) Renovations and/or additions. 3) Raze the fire station and build new on site. 4) Build a new facility at a different location. Pacheco Ross provided a conceptual renovation budget of \$3,190,704.93 for the Lenny Smith Central Fire Station. However, they also stated they do not recommend renovation as a cost-effective solution to meet the space requirements and operational needs of the Fire Department. The conceptual renovation budget is approximately \$3.2 million and does not add any new space that is needed by the Fire Department. Pacheco Ross recommended that, "Even if the town implements a code upgrade/renovation program as outlined in the conceptual renovation budget, this station will not serve the needs of the town or its Fire Department as the Central Station. The bays, supports spaces and operational needs of a central station cannot fit on

the given amount of property available. It is our professional opinion that the considerable amount of money required to bring this facility into code and regulatory compliance is not worth the cost and does not gain any additional space.”

The Central Fire Station is zoned B-2 business district and a fire station is a permitted use in this zone. Article VII, Dimensional Requirements Table 334.27 comes into play with this building. The conceptual site plan was created to show that placing an addition to meet the space needs of the department does not meet zoning regulations of Hudson. (A slide diagram was shown to illustrate this.)

A station location study was done as part of the overall study. They used the IAFF GIS station location study and a copy was provided to the Board. It was quite lengthy and when you begin to read it, you're led to believe that the study focused on a staffing issue. The study is based on the NFPA standard 1710 and 1720, which is a staffing standard and looks at firefighter response at four minute and eight minute intervals. They used GIS mapping and instead of “as the crow flies” response type analysis, they take all the town's roads, including speed limits and response times of apparatus and they feed all of that data into their database and determine if the fire stations are close to where they should be. The staffing part comes into it where they found the percentage of areas covered in town related to the staffing has to do with when a station is manned or unmanned. Within the station location study, a number of maps of the town suggested station locations and they came out with percentage rates. The long and short of the study is the current figuration of fire stations is correct; they, basically, are in the areas they should be in. They could be moved or modified within a short distance to help increase the long-term response requirement.

The town is approximately 29.1 sq. miles; the population is approximately 25,000 people and the town is currently protected by three stations—52 Robinson Road, 15 Library Street and 88 Burns Hill Road. The purpose of the station location study was to evaluate current station locations to nationally recognized response standards, determine if current station locations meet the town's response needs and to assist the Fire Department in developing a plan to meet the needs of the town today and in the future. Population density and road systems are very important to emergency services because that plays into the ability to respond quickly during an emergency.

A GIS software was used and the computer generates maps to interface for integrating and accessing location-based information. GIS allows public safety personnel to effectively plan emergency response, determine mitigation priorities and predict future events. Response routes are determined by calculating travel distance and time. Travel time is based on road type, as assigned by the US census Bureau. The information that is gathered is then compared to NFPA standards on appropriate response times.

NFPA 1710 is a standard for the organization and deployment of fire suppression operations, emergency medical operations and special operations to the public by Career Fire Departments. NRPA standards are not laws, but are accepted industry standards. The first arriving fire vehicle needs to reach the scene of the incident within four minutes for 90% of the time, and the entire initial response needs to reach the scene within eight minutes 90% of the time. The current station locations cover the town 54.5% of the time within four minutes, (when Station 1 is staffed), and cover the town 75.8% of the time within eight minutes.

The goals of the location study is to identify how the Fire Department can become more efficient providing fire and rescue services to the town's citizens and to identify how the Fire Department can increase the response area to come closer to meeting NRPA 1710. When they analyzed all of the data, they came up with some possible solutions. One of them was to move Central Station further out Route 102, in the area of 46 Derry Road. This area increases the eight-minute response area to 99.4%. This increase can be credited to a quicker response to the northern end of town. A comparison was done of several other locations for Central Station. Any location further out Route 102 showed a decrease in the eight-minute response time area. Any location toward Central Street showed a decrease for four and eight minutes response time area.

Fire Administration has been working on this since last November and met individually with members of the Board of Selectmen to make sure they covered all of their bases and could answer any questions before it was presented to the Board, as a whole. The Fire Department concurs with the professional opinion of Pacheco Ross that the current station site is too small and impractical to hold the programmed space. The department also agrees with the IAFF Station Location Study that they need to identify a way to increase response efficiencies to meet NFPA 1710 response requirements. The department recommends the establishment of a building committee with a charge from the Board of Selectmen to identify available parcels of land, both town and privately-owned land, that would have the ability to accommodate up to a maximum of a 23,529 sq. ft. fire station and improve the response time throughout the town of Hudson, and prepare an RFP for the design and cost of a new central fire station. Submission of the cost to the Board to be completed no later than August 30, 2008 in order to have the cost available for the FY 2010 budget planning process.

Chief Murray said when he talks about preparing an RFP for the design it's known as a schematic design. They had a feasibility study done and had some very raw numbers presented. A schematic designs gets into some conceptual drawings and gets more accurate costs for a facility. This concluded his presentation and asked for questions.

Selectman Massey said he wanted to clarify a couple of things. One of the recommendations was to accommodate a facility of up to a 23,529 sq. ft., but they were really talking about footprint of 17,000 sq. ft. because it's a two-story

facility. Chief Murray said potentially, yes, but it depends on the size of the piece of land. If it is large enough, it may be all on one floor. Selectman Massey said the total subcontract cost was \$1.697 million and then Item 22 is a project and design contingency at 25% and it comes up to \$1,078,000. Shouldn't that be more in the neighborhood of \$400,000? Chief Murray said according to Pacheco Ross, the design and contingency is so high because if they have to renovate, the building will have to be vacated, so some of the contingency is relocating firefighters and emergency services out of the building and anything and everything that may come up out of that building, having been built in the 50's, they may potentially run into environmental issues with asbestos mitigation, if there is any, etc. He asked where Selectman Massey's \$400,000 came from. Selectman Massey said if he looks at line 22, project and design contingency at 25%, he would take 25% of the \$1.697. There should actually be a 22-a and a 22-b, with 22-a the contingency fee and 22-b the cost of relocation during the renovations. The Deputy Chief said that was correct.

Selectman Massey asked how long the town could afford to not put any money into Central Fire Station before a new station was approved by the voters. Deputy Chief Buxton said if the Board approved the theory tonight to establish a building committee, when the Fire Department developed the budget for the buildings and grounds portion of the budget, they'd go into a band-aid process of keeping the existing building operational. It's an approximation because it would be hard number to nail down because things break, etc. The figure would be a percentage of the cost to keep the building operational. Chief Murray said, essentially, they've been doing that for the last five years. They haven't put any major money into the building.

Selectman Maddox said he was saddened because he started this process. He said they should probably not be reactive; they should be proactive in putting some money into the Lenny Smith Central Fire Station. Once again, he asked for a canoe and he's getting an aircraft carrier. He was expecting to spend \$350,000 - \$400,000 to fix the electrical, air conditioning—the systems that are there. The building is structurally sound. It's not a perfect fire station, but it serves the needs and it will continue. What's going to happen—and they can all nod and harrumph—is nothing. Nothing is going to happen. This is going to make the library's 30-year ordeal look like a cake walk. \$7 million to build a fire station in Hudson isn't going to happen. This study will go to the Pantheon of tax payer wasted studies. This thing is a *fait accompli* to say we need a new fire station. They need to look at what's realistic. He can't picture the town of Hudson, famous for having their departments go from what they want to what they are going to spend, aka, the Police Department downstairs in this basement for how long, spending two-thirds of what they wanted. This is just a great idea if someone would come along and pay for it. He can't see the voters support it, and he won't support anything that spends \$7 million taxpayer dollars for a station that just needs to be worked on. There was a couple of things that he just didn't bother raising his hand on, but the report says they are only at 50% of electrical capacity, yet they are being told today it's almost over. ADA doesn't apply to this building. It is not a public building, *per se*. They are being sold something he will be adamant about not buying.

Selectman Jasper said he wouldn't support \$7 million, but they have to be realistic about the building. It has been a great building and he is saddened to say that it does not meet the needs of a modern fire department and that sinking any money into that building to continue its life as a fire station doesn't make sense. It may have other uses for the town, but as a fire station, that does not make sense. But he doesn't think they need 17,000 sq. ft. of base space. They need to plan, as the schools have done, to construct a building so an addition could be put on to it. That's what they need to do. What do they really need to operate today, and then 10 years down the road, how do they very efficiently put on an addition to make that happen. That's what a building committee can look at and talk about to come up with something realistic. There isn't enough parking here, and there simply isn't enough room for the apparatus and personnel to do everything that should be done and do it efficiently. They need to go down this road and come up with a plan that is reasonable and cost-effective. They have been good in town advancing police, highway and now the library is, thankfully, well on its way. The Fire Department has not had any type of new facility coming up on 30 years. Burns Hill was '82. By the time they get to the end of this, it will be 30 years and the station next door will be a 60 year old building. If that were a station in the middle of someplace, they could do the renovations to make it last another 40 years, but it has to be the central station and they can't do everything they should in there. It would behoove them to at least put the committee together and have them come back with some recommendations. He didn't believe there is any money being asked for. It's a recommendation to establish a committee that would be giving them a report to see what the Board thinks. To do otherwise would be irresponsible, to sit there and say they are just going to sink money into a building that doesn't meet the needs.

Chief Murray said, within the study, Pacheco Ross did come up with a *conceptual* hard cost, based on the space analysis, and their recommendation was \$5,675,000 so that's far from \$7 million. The Board really needs to consider that this is based on a space analysis in a best-case scenario. The fire administration understands that this is only a very broad starting point. As Selectman Jasper indicated, this just gives the Board an idea of what they potentially could be faced with, and this is the very beginning. They are not asking for money to build a station this year; they are taking it slow, step by step, but it's time to have serious discussions about a fire station.

Selectman Massey asked why Selectman Maddox said Central Station was not a public building. When a building or facility is renovated or altered or added to for any purpose, the alternation or addition must comply to the ADA standard. Selectman Maddox said again, they can define it any way they'd like to, but he believed it was not a public building. They don't have public meetings there. He said the report states that ADA compliance is mandatory for any municipal structure or renovation of an existing building that affects 50% or more of the cost or size. This report is saying something different. If they only put \$300,000 into that building, they do not need to do ADA, according to their

own report. But that's not where he was going. He's taking another bus. They are looking at this myopically. They have another fire station at Burns Hill that wasn't meant to be manned 24/7. It is packed quite well. They need to look at the bigger picture, inasmuch that if they build this station, they will be coming in the next year saying now we need to build a second station. They need to look at the big picture and say would we be better off out in Burns Hill Road area, building the Central Fire Station? His colleague to his left is a former firefighter, but many a town's central fire station is located where they have the land for it. This building is constrained by parking, by buildings around it. To have the administration, the dispatch center, at Burns Hill, with a station that costs considerably less, they looked at Londonderry, it's a nice building if you're driving out 102, you see the building on the left hand side, 1.8. At today's market, you can get it for 1.7. Put an office space into it for two million. Again, they are looking myopically to say what's going to happen with this building as the central fire station. What determines that this needs to be the central fire station? Where the dispatch center is? Where the Chief sits? Again, they need to look beyond just this building.

Selectman Jasper said what determines where Central Fire Station needs to be is the calls for service and where they have the access to get the primary and specialized equipment to the areas where needed the quickest. Clearly, the ladder truck is needed all over town. If it's at Burns Hill, it will take forever to get it any place else. Rescue is based out of here. Most of the accidents are on 111. If it's on Burns Hill, the response is delayed. Two ambulances are run out of Central; you put them someplace else, you've changed that dynamic. When they look at all of the dynamics of the equipment and where the calls are, you want to keep the bulk of the force centered in the middle of town so that it can expand out in any direction and not be at an extreme end of town and have to move to the other extremes. That's just not logistically good in any situation. The Police and Highway Department are departments that are based, primarily, on the road. They are out there, moving around all the time, so they are different. Fire equipment originates from one place and goes out. He thinks that Burns Hill can be modified to meet the needs of the future pretty reasonably, and they aren't at a crisis at that particular station. Because of the age of all of the systems in Central Station, and with all of the problems they are experiencing, they have to be realistic about where they need to go in the future. They don't want to have a situation where they have three people in the middle of town and have five people at the extreme other end of town, particularly when there isn't a call for manning Robinson Road Station around the clock. That's the other factor they have to look at. The calls at night are still very low. They will move towards manning that station probably during the days, seven days a week, sometime in the future, but they still won't see the calls. If they leave three people in the middle of town during the nights and have five people at the extremity, they've done a real disservice to the people of the town, as a whole.

Chief Murray reiterated Selectman Jasper's remarks. The geographic location of a central fire station, based on the ability to go out in a number of directions, is critical. When they first started the whole idea of a feasibility study, he came in and asked to look at all of the stations and the Board really wanted to focus on Central Fire Station. At first, he couldn't understand what they wouldn't look globally. The facilities are getting older and to try and look at all of them at once is not feasible, not is it reasonable. They have to start somewhere, so they started with Central Station. If they start picking out Burns Hill, then they talk about having to renovate Robinson Road, they wouldn't get anywhere because there are other needs up there. The most critical need is Central Fire Station.

Selectman Massey said when he was listening to the issue of being myopic, he's learned that if you're willing to settle for half a loaf, you're going to get, ultimately, the whole loaf. If they try to look at the whole picture and try to build a grand plan for all of the fire stations in town, as Selectman Maddox said earlier, it would make the library look like a piece of cake. He's convinced they do have to do something, given the condition of this building. The building committee needs to be very focused and to have a set of charges so that there would be no misunderstanding on the part of any Selectman when the committee came back with their report. There has to be a set of doneness criteria and there has to be a set of critical elements that have to be in it and that the funding mechanisms have to be understood. He's not certain what the magic number is on the bond issue, but he didn't think \$7 million was going to fly on the first time; \$5 million might not either, but the condition of the existing station does warrant taking that next step to find out what it would cost to construct a new facility.

Selectman Maddox asked what determines a central station. They were making it sound it's the equipment that's there. Much of the space needs they've call for in the new station are administrative. If they put a station somewhere else and put dispatch and administration in it, do they need to have such a big station where the Lenny Smith Station is? Chief Murray said the majority of the space needs, some 12 sq. ft. of it is going to be apparatus bays. Firefighting, EMS and Administration are about 8,000 sq. ft. Other areas is another additional 2,300. When defining a central station, it has to do with the geographics of the town—your most traveled routes. They also have a hazard mitigation plan that they developed and they look at those areas that are the biggest threat and risk level. A lot has to do with access. The Station Location Study clearly demonstrated that once they get away from the main transportation corridor and get further away north or south, the response times and percentage of arriving on time are skewed.

Selectman Jasper the problem with dividing things up, with the fire station here, dispatch in another place and administration someplace else is that... Selectman Maddox said to clarify, both of those functions, in a new station somewhere else, still keeping this as a fire station, so if they built a new central fire station that had dispatch and administration, say at Burns Hill... Selectman Jasper said that doesn't take care of a lot of the issues in terms of the heating system, electrical system and ventilation system. They still would have to put in substantial money to do that, and they still don't have adequate room in there to work on the apparatus, do the repairs and house the equipment. You're running into hoses, bumping into things, and the ambulances and engines are packed in such a way with all of

the gear that people have to put on, there's just not enough room. That station is very, very cramped and not a good working situation. It doesn't give them enough room a lot of times to deal with things after a fire on a cold rainy or snowy night to take care of the equipment, to clean the equipment in the proper manner. That doesn't solve the real space needs of modern firefighting, with the amount of apparatus they have, and the storage and weight room. That's a terrible place for the weight room, and it does take away from the available space, and he didn't know how they'd solve that. In terms of having dispatch where the firefighters are, unless they are going to put a lot more people into dispatch--they now have the flexibility, when you've got people on call back, they come into the station, the apparatus has left, and you've got somebody who can go in and assist. If there's no dispatch, they've got nobody to assist. That is often an issue. In terms of staff meeting, having the chief officers be able to work with their Captains and firefighters and deal with all the functions that go on in a building—right now, people go back and forth constantly. They've got fire prevention in there. If the command staff is someplace else, there is a certain disconnect between them and the firefighting staff, which there is to some degree now. That wasn't the best situation, but it was his idea to buy that building because the fire station was so cramped. It's still right there, but there is still a physical disconnect, which is not the ideal situation. If it's moved miles away, you really have created a disconnect and you are constantly moving people to have meetings, whether it's running the fire engine down to the administration building, or having them here, they need another meeting room and he didn't see that as a long-term, efficient situation. Eighty percent of the cost, in general, are personnel. The cost of a fire station, once it is built, is paid for. In this case, it has been paid for a long time. They have an initial up-front cost, but there is payback back of staff efficiency over the years, which is lost if all of the functions are separated. It becomes more costly in the long run.

Chief Murray said in a modern fire station, they talk about firematic support. These are rooms and services off the main apparatus bay that serves the efficiencies. Currently, the crews go out on a motor vehicle accident, anything that involves blood or body fluid, they literally take a backboard, put it into a restaurant-style dishwashing sink, and rinse that backboard off in a general area where public has access and firefighters are walking around. In terms of what this building used to do, it served them well, but in today's fire service, they are exposing personnel to contaminants. The medical supply closet is an old closet, directly off the apparatus space that medical bandaging, oxygen masks, all of the EMS equipment is exposed to the inside environment of the fire station. Yes, they have a modern diesel extraction system, but before they hook the system up, they have to back the fire truck in, and diesel smoke and contaminants, etc. get in. The report talked about the circuitous route of the second floor, and they talk about personnel efficiencies. In a modern facility, it is designed to allow the firefighters to exit quickly, in order to get to their apparatus when a response is coming up. Now, because over the years, as the department has grown and they've added full-time staff, they've just put walls up and they literally go through a maze before they can reach the main exit stairs to get down to the apparatus floor. Those extra seconds it takes to go around those routes is valuable time, and in their job, time is critical. But it's more than that. It's bringing the station up to a modern facility that is efficient and works for better staff productivity. The administration building is 1,800 sq. ft., and they are recommending adding an additional 1,000 sq. ft. for a total of 2,990 sq. ft., but when people go downstairs into the fire prevention area, they have two offices with file cabinets and a desk in a corner. That's what the square footage takes into consideration, that they have room to work and they don't need to stack seven or eight file cabinets in a row for all of their documentation, etc.

Selectman Massey proposed that the Fire Chief, the two Deputy Chiefs and liaison put together a plan that the Board could review and act upon at the May 27th meeting, and that would include the makeup of the building committee, the requirements that the building committee is to come back by the August timeframe, with a set of doneness criteria and a set of parameters that they would be working on, so when and if the Board were to approve it, there would be no misunderstanding on anybody's part as to what it is they are to bring back on that August date and they would all be playing from the same playbook.

Selectman Jasper said they could probably get that done for the next meeting. Selectman Massey thought that might be a little tight. Selectman Jasper said if they are moving almost into June, they are cutting out a lot of time, if they are looking at August. They have a pretty good idea and it wouldn't take long to put that criteria together. Selectman Massey said they'd have to have it by noon on this Thursday. Selectman Jasper said they can do that.

Chief Murray asked for a clarification of "doneness." Selectman Massey said are you done because you say you are done, or are you done because there was a set of identifiable tasks you can say yes, every one of those tasks were completed. That's what he means by doneness criteria.

Selectman Jasper said they should talk about the doneness. One task is to identify land, the availability of land that meets the criteria to get them closer to the eight minute response time and to have, essentially, the sq. footage of a building to meet the needs to operate efficiently today, and provide the ability to expand that facility for tomorrow, without incurring additional costs. That gets them to a point where they could then go out with an RFP, or something. He didn't know if the committee would be in a position to do any more than come in and say here's what we're recommending, the sq. footage of the building, and here is the basic design, and then the Board would take it from there to the next step for budgeting. That's what he considers as the two tasks the committee would be looking at.

Selectman Coutu asked how moving Central Station further north would not negatively affect the response time to the southern part of town. Deputy Chief Buxton said the town is broken down into three different areas—north, south and central districts. Right now, the response districts overlap, so the central response district and the Burns Hill response

district, for the four minute and eight minute response overlap. By moving the Central Station further out 102, they won't overlap; they will be meeting in the middle. Selectman Coutu said in terms of geographics and population per district, if someone compiled the number of units within each of the districts. Deputy Chief Buxton said not the number of units. The land use map they use shows the populace in the districts. Selectman Jasper said probably Selectman Coutu didn't even see that Location Study Report, but it shows all of the area that isn't substantially covered, which is, for the most part, in the 102 area. Because of the location of Robinson Road station being so much closer to 111 than it is to 102, there is that area that isn't covered, so when you move it just up on 102 and get through the heavy traffic, even though the location isn't very far, they've got intersections and traffic that narrows that gap. It still leaves a little bit at the top of the hill, but there's virtually nothing there but industry. It does really take care of a lot of those problems, plus you've got Webster Street, as well.

Selectman Coutu asked if the corridor not properly covered was the northernmost point on 102, up on the hill in that section. Selectman Jasper said probably everything past where they come into Litchfield, on the outside of that line. If they move it up just a little bit, they have moved the eight minute response probably up to where the Erving station is now, so the only thing you are still leaving is right at the top of the hill going into Londonderry. Deputy Chief Buxton said that was correct. Selectman Coutu said if a decision is made to relocate the Central Fire Station to an area that is being recommended, will the current Central Fire Station be abandoned? Chief Murray said his preliminary thought was that if the town was going to invest in what they would call a central fire station, they would have to look at a number of options. If they are going to invest money in a new facility, for efficiencies, leaving just one vehicle there might not be the best option. They have had very broad discussions, some with their liaison, and they would be in the same position as the library. What do they do with this type of building? Town Hall has some needs in the future and maybe they've be able to do something with it. His initial thought would be leaving the current station totally.

Selectman Coutu didn't see any harm in progressing in the direction proposed by Selectman Massey, in light of the fact it isn't going to cost anything. He's not, at this time, willing to commit to spending \$5 million - \$7 million until they have an exhaustive and defined plan as to where they are going to go with this. They've taken a step in the right direction—it's not going to cost anything, and they are going to use in-house resources to arrive at the answers to the questions they seek. He supported Selectman Massey's recommendation and motion, if he was going to make one.

Selectman Massey said if they needed a motion, that was his motion. Mr. Malizia said the understanding was to come back at the next meeting. Jasper said there was a clear understanding of what they were asking for, and they can come back, unless three people say they are not interested. Selectman Maddox said he should make a motion so he could be firmly on the record as being opposed to this because they are going down that path they did with the senior center. Everybody thought what they thought, and all said yes, and then when it came out, they were very surprised. Anything more than \$3 million, in his mind, is never going to fly. They are, again, doing the same thing. Selectman Jasper said Selectman Maddox has put them in a situation where they can't even look at that. They should be allowed to look at it and see what they can come up with, and then Selectman Maddox can oppose it. Selectman Maddox said they've already got an address picked out, so this is somewhere along the line.

Selectman Maddox gets every point in the world to say yea or nay when this is on the agenda next Tuesday to authorize the establishment of that building committee and its charge. Selectman Maddox said OK, but he was on the record right now as opposing this.

There being no further discussion, Chairman Nadeau declared a recess. The meeting resumed at 8:32 p.m.

❖ **Apparatus Replacement Program** Chief Murray said this discussion was based on the changes to the original program which were made in 2004. They updated this in 2007 and a copy of the changes were provided in the agenda packets. The department also provided an apparatus age chart to demonstrate to the Board that they are making progress. A few years ago, the ages were much higher than they are. A third document is the ambulance age chart and the fourth document is the long range apparatus replacement program. They want to discuss with the Board what they have scheduled for next year and what the Board would support at budget-time.

Selectman Massey said looking at the 2010 fire alarm truck. Once again, he was on Main Street in Nashua the other day and he saw a company. They had a pickup truck and a bucket loader on the back end of it. To him, that was just as easy to solve the problems they are talking about, as opposed to buying a specialized truck for doing lifts. On the internet, there are innumerable types of lift vehicles. This one, he was amazed at because it was a very small device attached to the back end of a pickup truck, and they were standing in it, stringing the Christmas lights to the height of the trees. If they are going to support replacing that vehicle, his support will be for a multi-purpose device, not one that is very limited in what it can be used for.

Selectman Jasper said he wasn't familiar with what Selectman Massey was talking about, but it sounds like there is a fair amount of setup time involved in anything that is a unit like that. There are outriggers and whatnot that have to be set up to stabilize it, if it's not mounted on a truck bed. A fire alarm truck needs to have the ability to move along pretty rapidly. A situation that happened two summers ago, somebody ran into a guy-wire in a pole across from one of their buildings and it pulled the pole and broke the fire alarm cable going to the master box and created an open circuit and fire alarm didn't know where that was. Unfortunately, nobody reported the incident and it wasn't until he got home and one of his tenants called to tell him about it. The fire department had to literally move down from

Central, testing circuits. By the time he got there, they were only two poles down, but if they had to stop and set up a piece of apparatus at every juncture, they'd probably still be out there, trying to get to Old Derry Road. When you're working on that kind of apparatus, stringing wire and testing circuits, you need to have the ability to move at a fairly rapid point. If this slows down the ability to move, and where most of the cost is in labor, you've got people spending hours breaking down and setting up. He hasn't seen what Selectman Massey was talking about but, intuitively, if it's not mounted on a truck, there's setup time involved, which is expensive.

Chief Murray said he was truly impressed by Selectman Massey's innovation and he knows of the device he was talking about. However, if OSHA happened by and saw him working next to power lines and tension lines, they would not allow that. Last year, when the Board directed them and the Road Agent to get together, they did. Since that time, Deputy Chief Buxton and Jay Twardosky assessed the needs of both departments and bring forth a proposal for a joint use bucket truck. As of last week, the fire alarm truck is out of service, suffering a gear transfer issue, which spins the bucket and allows it to move around. They are waiting to have it evaluated to see how bad it is. If the Board wants to move forward for the fire alarm truck, they would be ready to come forward, jointly with the Highway Department, at budget time with a proposal.

Selectman Jasper said they don't necessarily think they need a brand-new piece of apparatus for this because it does get very low mileage and not a lot of hours. Whether it's a refurb truck from PSNH or someplace else, they ought to look at the possibility because it would be cost effective to have a renovated truck, or a used truck put into service. You might not get 30 years out of it, but based on the number of hours a year it is actually used, that may be the way to replace this. They are talking about a 1970 cabin chassis here and he didn't know how old the actual apparatus is, but that's probably getting close to 20 years, at this point, so it's time to replace it—but they don't need to go out and buy something brand new. They've applied for a grant for the tanker, but if they are looking for a tanker in the same year, some choices have to be made. The option he just mentioned might satisfy Selectman Massey.

Chief Murray said Tanker 5 has been sent out for a complete rebuild of the pump. It was tested and it's pumping back at its original capacity of 1,000 gallons per minute, which is good news. That tanker is scheduled for replacement in 2013, which takes a burden off of them. Deputy Carter said in evaluating the condition of Tanker 1, they feel comfortable they can get another year out of it, moving it back to 2010. It has low mileage, it doesn't get a lot of use and it's in OK condition. They also evaluated the fire prevention van, moving that out to 2011. They'd like to make the fire alarm truck, which is 38 years old, a priority for this year, along with the replacement of the ambulance. They feel strongly about sticking with the replacement program that has been established for the ambulances, which is working great. It has been working great, so they'd like to stay on that schedule because the ambulances get a lot of miles.

Selectman Maddox asked where Tanker 1 was located. He was told Robinson Road. Selectman Maddox said with the advent of them pulling water up there—102 to Robinson Road, down West Road—hopefully, that will reduce the amount of need for that vehicle to be rolling, also. It's something the Planning Board is looking at, the Water Utility and the various contractors and developers that are looking in that area. Again, it's probably going to get less use for the fact they're going to be watering a number of those locations. Chief Murray said perhaps in the next year or two, based on hypotheticals, if they get the grant for the tanker, then they would look to increasing the capacity of that tanker, make it a pumper tanker and therefore, in the future, in 2013, they could consider eliminating the tanker then. They've been running the Ford chassis on the ambulances for years now. They have run pretty well, however, there are some consistent issues, so this time around, they want to look at some different chassis and perhaps change. It will depend on the bid process and specifications they'd draw up.

Selectman Coutu thought the point of this presentation was to give the Board some indication of where the department wants to go in the next fiscal year. Chief Murray said yes, and for the Board to give a consensus on whether to move forward on anything they've discussed. Selectman Coutu said based on the apparatus replacement program that was presented to them, so there is a clear understanding, in next year's fiscal budget, they are looking to replace one tanker, one ambulance and one fire alarm truck. Chief Murray said that's the schedule right now, but they are talking about moving the tanker up a year and fire prevention into 2011. Next year, they'd be asking to replace the ambulance and the fire alarm truck. Chairman Nadeau asked if there was money in the capital reserve fund to replace the ambulance. Chief Murray said as of July 1, 2009, they will have approximately \$130,000 in that account. Chairman Nadeau asked how much the new ambulance was that they just purchased. Chief Murray said no more than \$116,000. Selectman Maddox asked if that was a Ford. Chief Murray said yes. Selectman Massey said the base bid was about \$110,000 and there were a couple of things added, that made sense to add.

Selectman Jasper said he had some concerns with the schedule for the engines. He didn't think the Board ought to be committing to replacing the ladder truck every 15 years. That's a prime candidate to refurb. Selectman Maddox asked when they were going to get the Quint. Selectman Jasper said he didn't like Quints. (Talking over each other.) They need to extend the life of these as long as possible through aggressive maintenance. In recognizing that it's not going to work with the next two engines they have to replace because those are the commercial chassis, but beyond those, they ought to be looking at extending the life of those engines through rehabilitation when they get there. By approving this, he wouldn't want to say they will buy a new \$800,000 every 15 years and a new engine every 15.

Selectman Maddox said he had a problem with this. This is lining up to buy a ladder in 2015 and everybody says yeah, that is 2015, let them worry about it, but they are setting somebody up to have an engine and a ladder in the

same year. That's not going to work. Secondly, they are going to have to make a decision as to what they are going to do. They presently have two customs and two commercials and where are they going to go with that? Are they going to go with three custom trucks, or two and two again? Those are the kinds of questions that are going to drive what they are going to put in here, but having 2015 with an engine and a ladder in it, it's not going to happen. If they go with Selectman Jasper's suggestion and move the ladder out to 2017, at least that gives them three or four years without a major purchase.

Chief Murray said the replacement schedule was a very broad outline, but it was up to the Board. The recommended replacements came from industry standards. They took what they had and moved it out, but he agreed with the ladder. This is a very fluid and movable program. Its real purpose is to be able to give the Board the ability to look out four and five years ahead because they don't want to commit another Board to something definitive. What he'd like the Board to consider this year is to bump up the capital reserve account, for at least the next couple of years, to \$75,000 a year so they can prepare for the engine replacement in 2012. On a year to year basis, they need to get together to evaluate how the apparatus are doing. They bought some good time with Tanker 5. They can get at least another year with Tanker 1 and they'll evaluate it in another year and maybe they can move it out. This chart doesn't commit the Board to anything. It's to let them know what they've got coming down the road. It would be very expensive to replace a ladder and an engine, plus a car, in one year would be very expensive. The replacement program is flexible. They have to assess current economic conditions, condition of the apparatus and what the Board thinks it can support.

Selectman Coutu asked, relative to their next budget request, if they were going to be asking for an ambulance, which would be a zero cost to the taxpayers, and to bump up the contingency budget for fire equipment by \$25,000. Chief Murray said those two, and the fire alarm truck was still in there. Selectman Coutu asked the Town Administrator is anyone has ever conducted a study of the value of having a permanent motor pool to sufficiently repair and upgrade, as needed, all of the motor equipment in town. Mr. Malizia asked if he was talking about a fleet of vehicles or a fleet of mechanics. Selectman Coutu said a fleet mechanics. Mr. Malizia said they have two Highway mechanics who are capable of working on Highway trucks and, to some degree, the modest vehicles they have at this facility. The fire trucks are a more specialized function, and the fire personnel either do that work, or if they can't, it's farmed out. Selectman Coutu said the new equipment is under warranty and has to go back to the manufacturer.

Selectman Massey said he's always understood this to be a plan, and no Board of Selectmen can commit a future Board to a course of action, but this does give every Board of Selectman an opportunity to look at what's going on there. The devil is in the details. If they want to be on an aggressive rehab and refurb, they would have to have some idea of how and when that would happen and prepare for it by being able to put into the budget for a given year, or because they have the fire apparatus capital reserve, to plan for it in the future. If he had a car with 100,000 miles and he wanted to keep it, he'd have a new transmission put in it, a new radiator, etc., because he knew the basic chassis was OK and the engine was good. If that's what they are going to do, he'd be looking for, from the command staff, some ability to forecast what type of refurb they were talking about and then to put it into the budget. Not all the money in one year, but the capital apparatus fund, so when the time came to do it, because the last time they did this, they were talking between \$50,000 - \$100,000. Secondly, in looking at the cars, in the old days, he had a friend who bought a brand new car every year, but the next year, the second car became the second car in the family, so he had a plan, but he was able to do that because the second car didn't get nearly as much use as the first car. He asked if they could possibly extend the total number of years of these cars because, unless all three had the same mileage each year... he asked if he was on the same wave length as Selectman Maddox. Selectman Maddox said probably not. Selectman Massey asked if they couldn't have a laddered effect with the cars. The Chief probably gets the oldest vehicle. Chief Murray said they are doing that. He'll be coming in on the 13th for the Tahoe, and it is a laddered effect. Deputy Buxton will get his Tahoe, the Crown Vic will go to Steve Dube and when they get back into the schedule and they replace that, the Crown Vic will rotate out.

Chairman Nadeau asked if, by keeping that car, they are adding another vehicle. Chief Murray said yes. Selectman Jasper said that was a budget discussion item. For years, they've had discussions about mechanics and how much they could do in-house and what they can't. The Fire Department had a request for a mechanic and the Highway Department had a request for a second mechanic. The Board wasn't willing to support two mechanics and there was no meeting of the minds of what they could do to have a mechanic to work on both highway and fire apparatus. At this point, while they've talked about doing that, they've also looked at the economics of how they are doing it now and haven't been about to reach a consensus that it's time to add another mechanic to do more of the Fire Department work.

Chief Murray said they did create a apparatus refurb capital reserve and they will look at what their needs are going to be so they can look at putting money into that. Selectman Massey said the issue is critical to what Selectman Jasper said. It's to change the mindset from preventative maintenance to aggressive refurbing to extend the life. Chief Murray said they did have a discussion with the Board either last year or the previous year on exactly that. They are looking at the new engines and probably around the 10-year mark, they need to invest money into a good refurbishment to make sure they extend their life. Relative to a mechanic for the Fire Department, they are currently using a couple of the firefighters to do very limited work on the apparatus that wouldn't require them to be certified. They are not allowed to do any brake work or safety system work. They are paid at an overtime rate to do minor maintenance versus sending them out, which results in a huge savings. He was intrigued by a motor pool concept,

where there was a central facility. From the Fire Department's perspective, they'd have to hire a mechanic that would be certified in working on fire trucks—diesels, pump systems and electrical systems—and they do have those types of programs out there. The department has approached the Board about hiring a mechanic because it is a daunting task for one or two people on a part-time basis to keep up with the number of apparatus they have. He wanted to put that out as food for thought for the future. They have discussed this with Kevin Burns and the problem is Kevin has just as much apparatus as the Fire Department does, so there is a conflict on who gets priority. If a plow truck goes down at the same time as a fire truck or an ambulance, someone has to make a decision on the priority vehicle.

Selectman Maddox said the reason he didn't agree with Selectman Massey on the cars is when this document originally came out, there were 10 years between cars, which even he thought was not going to fly. They're putting way too many miles on them to have emergency response. This document has some flexibility. Sometimes the Fire Department comes in and says, "according to the approved replacement program, we need to do this." Everybody now understands that's a work in progress and his question would be rescue. When they went to the rescue pumpers, Selectman Jasper wanted to just get rid of the rescue, or whatever. Before they go and buy a new one, are they going to look at its needs and possibly refurbishing the one they have because it has very low mileage. Are they going to look at options? Chief Murray said they certainly are. He asked for a consensus, if the Board wanted him to move forward with the ambulance and fire alarm scenario, and move the other apparatus up, so he knows what to come back with in the fall. Selectman Jasper didn't think anyone would argue against moving equipment out another year. Everybody understands the ambulance schedule they are on and they can explore options with the fire alarm truck. Chief Murray asked for a consensus on not going forward with impact fees. The Board agreed that they would not go forward with that; it didn't make sense.

❖ **Impact Fees** Chief Murray said last year, he gave a presentation to the Board, asking them to consider looking into impact fees, knowing that in the future, they are going to have to address the critical infrastructure of the Fire Department. He had provided some backup information for the Board's packet. This year, in a discussion with the CIP committee, it was clear there was a desire to try to bring more validity to the CIP process. Selectman Coutu said to clarify for the public, they would assess contractors an additional fee—which would be tacked on to the price of the house—and the Fire Department would want some of that money appropriated for them. Chief Murray said for the sole purpose of future capital improvements, and there are restrictions of what the money can be used for. Selectman Coutu asked if it would go into the CIP fund. Mr. Malizia said it goes into an impact account. They have a series of accounts, such as for school purposes, library purposes, etc. that come from impact fees.

Chairman Nadeau asked if the Fire Department could have what Recreation does, a volunteer recreation fund, instead of going through the process of doing it the other way. Selectman Maddox said no. As the Planning Board representative, the reason why they get \$400 for Rec is they have an ordinance that states that they have to give 10% of the land for a development to the town, so they could put a playground or whatever the intent was when it was written. They quickly realized they didn't want to do that, so it was to the developer's benefit to pay \$400 and keep a lot. He didn't think they'd be able to assess them an arbitrary number. Secondly, impact fees are based on what they've spent in the past. That's why the schools get \$3,500 a house because of the money spent to build schools. The library gets \$124. After they pay the \$15,000 fee to Mr. Maybury to do the study, he didn't see them getting more than \$150 a house for the Fire Department. It's for new infrastructure, not for improving what exists. Selectman Jasper agreed with Selectman Maddox. They're not talking about a fourth station or a fifth engine, so the money would be minimal and the replacement of apparatus will be done through general taxation. In looking at the numbers, he questioned if they really increased in 20 years 85% of the housing units. Even if that number was right, going back to 1980, by 1982, they had four engines and had all the apparatus they had then. In looking at that tremendous growth period, from 1982 to today, they haven't added any stations or any apparatus. The build out is at 33,000 whenever that may happen, but he didn't think they were going to add another station or another engine. They just get busier with what they have, and they can't collect impact fees to hire people. This isn't going to bear fruit.

❖ **SAFER Grant and Staffing** Chief Murray said being the workshop is in May instead of September, on an annual basis, the SAFER Grant, which is the Staffing for Adequate Fire and Emergency Response grant, which was created to provide funding directly to fire departments and volunteer fire fighter interest organizations in order to help them increase the number of trained front line firefighters available in the communities will be coming out shortly, probably in June. He wanted to see if the Board had any interest this year in having them apply for that grant, which would lead them into staffing issues.

Selectman Jasper said he was in favor of applying for grants like this only if the need is established. Putting the grant first is like putting the cart before the horse. Unless they are convinced they need additional personnel, talking about a grant is premature. Selectman Maddox agreed. Selectman Massey concurred. Chief Murray asked he could infer that they wouldn't be discussing personnel for the upcoming budget cycle. Selectman Coutu said yes, he could infer that. Chairman Nadeau agreed. Selectman Massey said not to infer; he could take it for granted. *Fait accompli*.

Selectman Maddox said going back to Pacheco Ross, one of the major code violations under life safety was missing carbon monoxide and smoke detection system in the bunk room. Can that be more than a couple hundred bucks? That's something they should do. They're not going to be out of that station in any time soon and that's a system that needs to be addressed. Chief Murray said that's an easy fix. Deputy Buxton said one of the pieces was to come up with a maintenance program, which is part of what was paid for, and will move its way into the budget process.

B. Budget to Actuals

Town Administrator Steve Malizia they have completed 10 months of the fiscal year, which is approximately 83%. They've talked about the budget in various areas. His interpretation of the material indicates they should come in pretty close to the budget, but should not overrun anything. All of the departments are very carefully scrutinizing their budgets with any expenses they are making and they are past the overtime season for the Highway Department, so they shouldn't see anything there. He has also taken into account the water and sewer and they have a slightly higher percentage; they made some bond payments that skew things and they make other utility payments for capital needs that skews things, but the bottom line is it appears they should end up at the end of the year with about \$100,000. From a revenue perspective, it's tight. They should be OK with water and sewer. The car registrations are down slightly, so that indicates some slowing of economic activity and/or aggressive budgeting last year, which was bumped up a couple hundred K. However, that is being more than compensated for from the interest, earning much better rates on investments, so that's helping offset things. They should turn out OK from non-tax revenue budget.

Selectman Massey said every year he has trepidations about projections. Even though he did review the budget about three weeks ago with the Town Administrator, he would feel more comfortable if they knew next week what the projected spending would be if they took the existing budget and projected out and added in the labor cost. They are not in any position to know if they are going to over-run or under-run 100% because they don't have a projected budget expense for the year. He thinks they could get that by having the Finance Director include in a budget run only the additional labor costs for the rest of the year, and that would tell them how close the operating expenses are to the final number. The other thing that is of concern to him, one of the oddities of municipal budgeting, they just heard the Town Administrator say that revenues for auto registrations are lower than projections, but they never look at how much revenue has come in and adjust expenses to meet the revenue for that year because the clear directive on the expense side is you can spend to your budget number, but if the revenues aren't matching that, which allows them to have that expense, they should cut expenses at that point, in order to have expenses meet revenues. Otherwise, they are eating into the surplus for next year. If the Board concurred, he'd like to see a projected pro forma June 30 expenses to budget, and the only way to get that is to take what is there in the expenses today and add to it the estimated salary lines to come up with a final number, which would then tell how much operating expenses you are potentially at risk for. He wasn't sure if he made himself clear because it's arcane minutia. He is concerned that all they know today is they are at 82%, but they don't have projected operating expenses for the entire year.

Selectman Jasper wasn't sure there would be a whole lot of value to that. Steve has said they probably have about \$100,000, so they could add the salaries to it. That's going to give them a number that's still pretty much meaningless because of all of the other expenses in there. That ready doesn't tell them anything. They are on track to spend a little bit less than what they budgeted, which is pretty normal. The general fund revenues are at 89%. That doesn't tell him much because the bulk of that is going to be in property taxes, which comes in twice a year. Mr. Malizia said the 89% is the non-property tax revenue. All that's saying is they are running ahead of the 83%. Auto registrations are down, but it is balanced by the interest on investments and what-not. It is balancing out. Selectman Jasper said he should have know that by looking at the numbers, but based on that, it looks like they are in pretty good shape. At the end of May is no time to try to make any adjustments and that's why they've been doing the budget-to-actuals on a monthly basis. If there revenues and expenditures were out of balance, if the number was 75% and not 89%, if they'd have seen that in December, he'd agree they need to start looking at what they should do. Thankfully, they have surplus, which not all of the communities in the state have. They live with the budget they have planned and make adjustments the next year.

Mr. Malizia said one of the reasons they've had the surplus they've had is to help if they do have a revenue problem. In other words, they've always maintained a pretty healthy surplus, by any stretch of the imagination. Merrimack, for example, has \$2 million and Hudson has always had \$6-7 million. One of the things that allows them to do is, if they have a down year, they don't get slammed in that year. They can adjust accordingly in the next budget cycle. They keep money in surplus, and if they do have something that falls off a cliff—the biggest item is probably vehicle registrations, and they are lower—however, that number has been the most aggressively bumped up in the revenues budgets. In the past, there was always a trailing indicator. For instance, this year they have \$2 million of actual, so next year they might put in \$1.8 million in the budget because they are always careful. Those numbers have been squeezed closer together. There isn't as much of a gap; a conscious effort by the Board and the Budget Committee. The Budget Committee definitely added some revenue there to try to not have to raise the tax rate as much. In this general economic slow-down, you're most likely not going to hit that number. However, other items have compensated for that. Overall, they should hit the non-tax revenue they budgeted. The expense budget is what it is. Departments have been conditioned/ trained/ schooled to spend that amount of money. If they are spending approximately \$220,000 a week in payroll, times nine weeks left, that's about \$1.8 million. Well, they got \$3.6 million left. He's not overly concerned they are going to spend \$4 million on payroll in the next nine weeks. They all see the payroll every week. It's simple math. Also included in this are things they've encumbered and appropriated. It's not like those are on top of this; that money has already been encumbered. Encumbrances are a part of this. Every year, them come in within \$100,000. In the past, it has been \$200,000. For the past couple of years, it has been \$100,000. That's because they are doing zero based budgeting; when the departments come in, they are not adding 3%; they've been directed to come in flat, and then the Board would make adjustments, as they felt were appropriate. There's going to be some discretion, such as solid waste work on Bush Hill landfill. There are areas there. They've done very well in legal, as he has pointed out. The first time they dipped into contingency this year was for the \$10,000 police compressor. They saved a few bucks on property insurance and Workers' Comp insurance. Those

areas are still sitting there. They haven't touched them, and that's why he said \$100,000. None of the department heads have come in to say this, that or the other thing. They know what their budgets are and are managing them. If something blows up, that's a different scenario. They'll come in to talk about that because it depends on what blows up. If it's something real big, there are other avenues they can explore. If it's the day to day stuff, looking at the general payroll, he believes they will be OK.

Selectman Maddox said when Selectmen Massey was talking, he was trying to do the math in his head. Adding the next nine weeks of payroll, they know where they are going to be. That's pretty much fixed. Maybe a few dollars from somebody out, or whatever, but he didn't see them being \$50,000 one way or other. He would ask the Town Administrator to look at every purchase order that goes across his desk and say do we want to hold on this? Again, depending upon the department and where they are, that would be a much better route to go. Doing the math for payroll isn't going to change much, but the Town Administrator looks every day at expenditures. He's going to know better as they keep moving along. He might hold off on a \$20,000 purchase order until the last week. If they're not there, they don't buy it or encumber it, or whatever they need to do. He'd be more inclined to go that way.

Selectman Massey said Selectman Maddox captured in two pithy sentences what he was trying to get at, and that was if he knows what the projected labor costs were going to be, he'd know whether or not they should put a brake on spending, on the operating expenses. That's exactly where he wanted to be at, but he'd like to fire a shot across the bow for next year. They are probably going to be looking at gas and oil purchases a significant increase over what they looked at last year. When they budgeted for the year starting July 1, 2008, they projected for \$2.50 for fuel and that's not anywhere near what they are going to be paying. It would behoove them now to take a look at what the total gas and diesel fuel and other expenditures are and project out, based on what they think the next cost is going to be. For example, the Police Department has 40,000 gallons of gas that they budget for. A 50¢ increase in gas for next year represents an additional \$20,000 in their budget alone. It would be worthwhile to understand, at some level, and using 50¢ is a reasonable number, what the total impact to the town would be on additional gasoline costs. It may cause them to do some things at the beginning of the year that would be easier to manage than at the end. Because they budget 18 months out, and given where fuel prices are going, it would be good to know, before they start the year, what the departments are facing in the way of a shortfall. Mr. Malizia said \$20,000. Selectman Massey said that's just for the Police Department and just for gas, not for diesel and electric. Mr. Malizia said probably by the end of June, they were going to see a proposal on how to save electricity, through an initiative by the Green Team. That's why departments are given a budget and responsibility for them. That's what they work with. Selectman Jasper said they have to live within their budget. Selectman Maddox said the taxpayers are watching. Department heads can't go to some magical source to get money; they have to live within their budgets because heating oil has gone up dramatically, also. Selectman Massey said he'd like to know how they are going to make up the \$20,000. Selectman Maddox said he's sure the Chief will find a way to stay within his budget. Selectman Jasper said department heads are directed to manage their budgets. There's no harm in Steve reiterating at department heads' meetings that the Board has had this discussion and the Board does not expect departments to come back, looking for more money. They are expected to pay their fuel bills out of their budgets. The Board can't say \$20,000 is going to police from contingency, \$10,000 for someone else. They'd use it all up. (Talking over each other.) He didn't need to know anything more; they are aware of it and it has been reiterated and they are going to manage it. That's why they are paid the money they are paid. Selectman Maddox said they do know where they are going to come up with that money, in general terms, because if they take it out of facility maintenance, they are going to pay in the long run. They should have some idea where those monies are coming from, in general—not down to the dollar. If they don't maintain the air conditioning systems, they will end up spending \$10,000 because it blew up because they didn't pay \$500 to have it maintained. They need to be aware of those issues.

5. OTHER BUSINESS/REMARKS BY THE SELECTMEN

Selectman Massey said the Police Chief called tonight to say the State Liquor Commission ruled that the liquor license for Johnny's Pizzeria would be renewed.

Selectman Jasper said he asked the Town Administrator to schedule an Attorney-Client session to talk about the town's options regarding the Memorandum of Understanding the town has with the state concerning Benson's. He hasn't heard from the Governor's Office, but he intends to meet up with the woman who has been dealing with that issue.

◆ Motion to reaffirm the verbal OK the Board made to install the 300 linear feet of sidewalk on Derry Road at a cost of \$11,655 and to ask the Planning Board to release that amount of money from its discretionary funds or the 102 Corridor account, and if the Planning Board is not agreeable . . . Selectman Maddox said they should just take it out of the sidewalk fund. It doesn't need to go through the Planning Board; the Selectmen are the agents to expend. Selectman Jasper asked how much was in there. Selectman Maddox thought it was around \$16,000.

Selectman Jasper said then his motion was to reaffirm the verbal OK, seconded by Selectman Massey. Selectman Jasper said none of them were really sure where the 102 project was ending. When he saw where they ended last year, it was much closer to Highland Street, and then they added more curbing this year. When he spoke to town staff and found out paving was going to the intersection at Highland Street, he noticed the ratty sidewalk in front of Showtime Computer and broken up bituminous curbing, and at the other side in front of French was also ratty sidewalk. He thought that was crazy because they

wouldn't be opening up that road in 20 years, so he called the Board members after getting a number of what it would cost and making sure funds were available to do the project, so the sidewalk would be finished up to Highland Street.

Selectman Maddox asked Steve to verify his information, to see if there were enough funds in the sidewalk account and if the Board of Selectmen was the agent to expend. He is going to the Planning Board tomorrow night and they will do what they need to do. He agreed that it made no sense to stop 300' from Highland Street.

Vote: Motion passed, 5-0.

Selectman Coutu said he was in the office the other day when Firefighter Pat Robinson called and asked the Board to change a couple of the dates for the boot drive--June 7 date to June 14; July 19 to July 12 and the August 2 date would remain as is. FF Robinson told him he had checked and there was no conflict with any other town function.

Motion by Selectman Coutu, seconded by Selectman Maddox, to approve dates for the Boot Drives conducted by the Fire Department as June 14, July 12 and August 2, carried 5-0.

Selectman Coutu said he'd like to have an issue discussed in nonpublic session and wondered if it was appropriate for him to ask a department head to appear to discuss a personnel issue. Mr. Malizia and several Board members said yes. Selectman Massey said that employee has the right to have that meeting held in public. Selectman Coutu said it wasn't a disciplinary hearing; he just wanted to ask some questions. Selectman Maddox said to talk to Steve about putting it on the next agenda. Selectman Jasper said that section of law is unclear because it says "unless the employee has a right to a meeting." If they are not taking any action, it's not clear that he has the right to a public meeting. His interpretation is that only if action is going to be taken against that person does he or she have a right to ask questions about an employee; it doesn't automatically trigger the right. Selectman Coutu said he wasn't going to ask that action be taken; he'd just like to have some questions answered and it pertains to some communication he has received. Maybe it's because he's a new guy, but he gets a lot of mail and there were some very serious charges and some negative comments made about an individual and a department and he'd like to hear their side of the story. He'd like to give them an opportunity to respond because he didn't know where this person is going to go with this stuff. It would be sufficient to talk with just the department head, as a first step since he must be aware of the situation. Selectman Massey thought that would be appropriate to talk to the department head about a personnel issue in nonpublic. Selectman Coutu asked if he could put that on the agenda. Mr. Malizia said to get the information to him.

◆ Selectman Coutu congratulated Alvirne Girls Softball players, Jess Burns, Cat Scafidi and Bry Turrell for their outstanding performance.

◆ The Recreation Committee has put together a set of bylaws and he suggested to them to give it to the Town Administrator to have the attorney review it. Mr. Malizia said if someone would like to have something vetted by the attorney, the procedure would be to go through him, but he hasn't heard from anyone yet.

◆ The Sewer Committee are finalizing a proposal to update their website, which will highlight the FAQ's.

◆ The Unity Breakfast went relatively well. He came away with the belief that there is no rift between the Recreation people and the Seniors. There has always been a conflict between the two groups and the problem was the Seniors were disappointed with having been displaced for nine weeks out of the year, and the brunt of the criticism they've read about in the paper was it was the Recreation Department's fault, and that is not the case. It was an administrative decision. He was not a part of it at the time and can't say he would or would have not have supported it. There has been some discussion between the Recreation Director and the Seniors about using Oakwood for the nine weeks in the summer, and the Recreation Department making part of the Community Center available to the Seniors for one or two of their activities. They may have reached some sort of compromise on that. He asked if the Town Administrator had anything new on that. Mr. Malizia had not heard anything on it. Selectman Coutu said he was to get a consensus from the Board on whether or not they would agree, in order to facilitate helping the Seniors get a building they can call their own. The Seniors would put together a committee which would study land availability in the town. If they could find something the Seniors and the Board could mutually agree on, they could enter into a long-term lease, up to 75 years, at a minimal price, i.e., \$1.00, and give them two or three acres to build their building on. Members of the Recreation Committee and Seniors would work as a conduit to put together a committee comprised of landscapers, contractors, plumbers, electricians—something the Seniors have tried in the past—to help build this facility for them at minimal cost, with a lot of volunteers from the community, in order to do something for the Seniors. He asked if they would have such a consensus.

Selectman Jasper said he would, but any lease of land beyond a year would have to go to town meeting. It's something the town would have to agree to. One piece of property that he's continually heard bandied about is Merrill Park, which is probably the only piece he would not be in favor of because it's the only piece of riverfront land the town owns, and it is a park. He didn't know the circumstances under which the Board got it from the Merrill family, so there may be some restrictions. Regardless, that would be a long-range mistake to put a facility like that on park land. There are a lot of other pieces available. There is one large piece he is aware of that might be suitable. Other than the caveat he just noted, he thinks it is a good idea. Selectman Maddox didn't think Merrill Park was the place to put it for a number of reasons, but "your other job may have killed it, anyway." That shoreline protection for the river would kill most of that land. They couldn't build on it. He thinks they've moved it even further from the river. That's not a parcel they would want to use. The devil is in the details. In principal... again, they are going to give a private organization town land. There needs to be some agreement somehow or other that all of the seniors of

Hudson are able to use this facility. Something needs to be worked out, but in general, the concept of giving some land that is not being used, much like the soccer, makes sense if that's the way they want to go and they can get it done and funded and built before the fire station. Selectman Massey concurred, as did Chairman Nadeau.

Selectman Maddox said relative to the dump, the landfill. He got a couple of calls on that, as he imagined others did with that issue. It was beautiful April. Everybody had their stuff stored up and ready to go. Kevin Burns and his crew did an admirable job in keeping things moving. He got there around 10:15 and the line was not out of the driveway—about a 15 minute wait. The place was full. Maybe next time, Corcoran can make plans to bring trucks in to take some of that stuff away so they didn't have to move it twice, but it was the first one and people were lined up at 7:30 and it didn't open until 8:00. Hopefully, the next one at the end of May won't be as problematic. They should talk to Kevin to see if there are other avenues to look at to make it move a little bit better.

◆ On the same day at Alvirne, they were collecting used electronics. He's sad they didn't know about it earlier so it could have been announced. All of them have a tough time getting rid of computer monitors, televisions and electronic gear that becomes problematic because they don't want to put it into the waste stream. For \$10, he got rid of a television that's been sitting in his garage for two years. It was a great service. One of the things they were doing this for was to support a musical comedy, Pajama Game, they are going to be having May 16 & 17 at Alvirne. If anyone is interested, call 493-9319.

Selectman Nadeau said on Sunday he attended a very nice Eagle Scout Code of Honor for Justin McKenney, who painted Lions Hall and changed the sign to the Community Center. The town gave him an Eagle Scout award for the job he did.

◆ He, too, went to the landfill and spent a little longer than Selectman Maddox; he stayed till 1:00. After about 11:00, they started seeing the same guy that was going through on his second and third run with his leaves and other things. The morning was very hectic, but you waiting only five or 10 minutes going through in the afternoon. He'd like to see some different things at the landfill. The Recycling Committee has talked about doing something at the landfill. He talked to Kevin Burns this week. They want to have a table setup that shows what you can and can't recycle and was told that would be good to do in the June-July timeframe. The committee is also planning to do something at Old Home Days.

As a follow-up to that, Selectman Massey happened to be at the NHMA last Friday and was talking with the Mayor of Dover. Dover is now recycling 40% of their waste stream, so he put the Recycling Committee chairman in contact with the person who is responsible for solid waste in Dover to find out how they were able to get up to 40%. They are recycling six and seven plastics. Chairman Nadeau said Dover also went to single stream recycling, so that's why their number went through the roof. Selectman Jasper said the real reason is they are paying by the bag. He knows that because of his work in the Legislature. Every bag of trash you put out in Dover, you pay for. You can get the numbers up very high if the people have to pay for their trash removal. That's how you get it up to 40%--or higher.

◆ Comedy Night is scheduled for this Saturday at the Rec Center. Tickets are still available at Town Hall and the Rec Center.

6. **ADJOURNMENT**

Motion by Selectman Maddox, seconded by Selectman Jasper, to adjourn at 10:00 p.m., carried 5-0.

Recorded by HGTV; transcribed by Priscilla Boisvert, Executive Assistant

HUDSON BOARD OF SELECTMEN

Benjamin J. Nadeau, Chairman

Richard J. Maddox, Vice-Chairman

Kenneth J. Massey, Selectman

Shawn N. Jasper, Selectman

Roger E. Coutu, Selectman