

HUDSON, NH BOARD OF SELECTMEN
Minutes of the Workshop of August 7, 2007

1. **CALL TO ORDER** at 7:00 p.m. by Chairman Jasper in the Selectmen's Meeting Room at Town Hall.

2. **PLEDGE OF ALLEGIANCE**, led by Selectman Doug Robinson.

3. **ATTENDANCE**

Selectmen: Shawn Jasper, Ben Nadeau, Ken Massey, Rick Maddox and Doug Robinson.

Staff/Others: Town Administrator Steve Malizia; Executive Assistant Priscilla Boisvert; Richard Gendron, Chief of Police; Police Captains Don Breault and Jason Lavoie; Police Lt. Bill Avery; Kathy Carpentier, Finance Director; Lisa Nute, IT Director; Jim Michaud, Assistant Assessor; Brion Carroll; Andrea Perreault; Tom Tollefson, HLN

4. **DISCUSSION ITEMS**

A. **Budget to Actuals**

Town Administrator Steve Malizia said the document was fairly brief because the fiscal year has just started. There wasn't a lot of data to look at, and adjustments will still have to be made from last year into this year. Finance Director Kathy Carpentier said this was just the operating budget information. The warrant articles haven't been loaded in and allocated to the departments, nor are the prior year encumbrances because they haven't been finalized by the auditors. That should happen in the next two weeks. The spending is actual. Some of the negatives are prior year encumbrances. It should be about 8%. It's not a good estimate of where they are, 1/12th of the year. A lot of the bills hadn't come in by July 31st. Mr. Malizia said, for example, a PO has been cut for the trash contract, so that shows 100%. They did a PO for the whole year and they will expense against that PO. The most important column, at this point, (misabeled as 07) is the budget for FY08. The auditors are here this week, and they should wrap up their work in the next week or two and the prior year encumbrances will be resolved. Next month's budget should be more complete.

Selectman Robinson asked if KC thought they should be pulling Information Services out of the Police Department and making it a department unto its own in the budget to actual summary, or should they leave it where it is. Ms. Carpentier said it could be left where it is because the state rolls it up under the Finance Administration, but she has her own department. The IT Director has talked to the Chief of Police and moved some of the budgeted money to get it consolidated. There still is some money that is budgeted over in Police that is going to be under the IT Director's responsibility. Chairman Jasper asked if the 09 budget will see some significant differences in how this is being reported. Ms. Carpentier said yes, but in 08, it is her recommendation to keep all expenses under once place, so a line-item transfer will need to be done, taking money from Police and giving it to the 5330 department, which the Board will have to approve because it's between two departments.

Selectman Robinson said he has spoken with Lisa and she is in agreement with that, due to the way the system works, at this point in time. MuniSmart can allocate the funds directly to the department that they are being charged to, whereas if they pull it out, there would have to be a manual calculation. To leave it where it is would be better financial time-keeping for the town. He asked if that was correct. Ms. Carpentier said that was correct. Mr. Malizia said they are coming up to the next budget cycle, which will commence shortly, at which time they can move it to a more appropriate area.

Selectman Massey said there are two different policies that could be employed in accounting for charges of this nature. One is to cross-charge each department, but have the budget, in this case, in the IT Department, and then on some periodic basis, those charges are charged out to the other department. The other one is to actually have the charges in the other departments, and then you just, on a periodic basis, roll them up. Either way, he thinks they need to have the ability to know what the cost of IT in the town is, but it's useful to know how much is being spent on each department so you can determine if that's the right allocation of resources. Ms. Carpentier said the IT Director was working towards that for FY09, but they will have a bridge in FY08 to consolidate all expenses into one area.

B. **Police Department**

Police Chief Richard Gendron was recognized, who introduced the police personnel who were with him—Captain Don Breault, Commander of Operations; Captain Jay Lavoie, Commander of Support Services; and Lt. William Avery, B Squad Second Shift Commander. Captain Breault distributed a packet of information to the Board.

Chief Gendron said he compared the first six months in 06 to the first six months in 07 on Part 1 Crimes—Homicide, Sexual Assault, Robbery, Aggravated Assault, Burglary and Arson. They show a 4% increase in those crimes. Most significantly, the increase is in aggravated assaults, which are felonies. That is up 220%. They had 16 cases this past six months, as compared to five last year. A 4% increase in burglaries; 66% increase in arson. Sexual assaults are down by 58% and robberies are down 33%. In Part 2 Crimes, Criminal Mischief is up 18%; Thefts, which includes shoplifting and motor vehicle thefts, are up 4%; Simple Assaults are down by 26%. Under Miscellaneous, Domestic Violence Calls are down 3%, as compared to last year. They responded to 178 domestics in the first six months in 07, compared to 184 last year in six months. They are seeing an increase in arrests, up 36%. DWI's along, 49% for the six months. Adult arrests up 27%; Juvenile arrests were up 54% and drug arrests up 50%. The material that was distributed showed the crimes in all of 2004, 2005 and 2006.

Chief Gendron said when they have a full complement of police officers, they are able to solve crime and arrest people who are responsible for those crimes. In motor vehicle activity, they are able to detect DWI's and street-level dealings of drugs through investigations. When you have a well-trained, seasoned police agency, they are able to perform accordingly. In 04 and 05, they were down bodies for awhile, either through vacancies, training or at the academy, and they saw an increase in

calls for service, but the arrest rates were down. Now, that trend is starting to turn around and they are able to identify those people. As indicated in his monthly activity reports, the three-year project, a three-phase process, for the digital radio system has finally been completed. They were able to convert all the mobile and portable radios out on the street from analog UHF to digital VHF, which allows them to communicate with the rest of the law enforcement, fire and EMS, which they couldn't do before. There was a \$200,000 Homeland Security grant that they were able to acquire, with \$100,000 taxpayers' money that went into this project. They were also fortunate to secure 18 additional portables, at a cost of \$54,000, funded by Homeland Security. All the town had to do was program and encrypt them at a cost of \$15,000. That PO just went through. Another part of this project was the in-car data terminals. That was on a VHF radio system that was approximately 10 years old. Some of the modems in the cruisers were old and failing. In the spring and summer, because of the leaves on the trees, their system was compromised. They looked into other areas where they could use the mobile data terminals and found a Verizon Wireless system, with a savings of \$84,000 by switching over to them. That afforded them a savings and better service because the system is faster and a lot clearer than with the radio system. That system should project out as long as they stay wireless. In seven or eight years, they will evaluate it again.

Continuing, Chief Gendron said the third phase was the emergency dispatch center, which was just completed last week. That entailed a complete overhaul of the dispatch center and infrastructure, which was quite involved. The department did quite a bit of the work themselves, and even Captain Breault was chiseling away at the cement floor to seal the conduits where the wiring came through. The center came out better than they thought. It is all digital and very efficient. They were able to squeeze in a supervisor's station that has everything to assist in any emergencies, with the exception of a radio. In order to install a radio, a third license is needed, which could cost \$40,000. Since that wasn't budgeted for, it was felt that could be put on a back burner. With all the work that was done, they did well by staying within the \$300,000 parameters. This radio system will meet the needs of the town for at least 10 years.

Another issue they tackled this year was the department-issued pistols. When they came before the Board last year, they were looking for money to repair some of the pistols. At that time, Capt. Lavoie talked to Sig Arms out of Exeter, and they put a deal on the table that if the department replaced their weapons at that time, they would be able to have a tremendous savings. That resulted in saving almost \$3,700 by replacing the weapons at that time. That transition has been completed, although they were a little behind schedule because of upgrades to the firing range. There have been news articles about ammo being difficult to acquire. Fortunately, Capt. Lavoie was able to perceive that well in advance and, in December, he said if they didn't start buying ammo at that time, there would be a shortage when they qualified, so they did make some changes in their budget to purchase all of the ammo they needed.

Drugs are being removed from the streets. In the first six months in 2007, the Police Department has removed approximately three grams of heroin, 69.1 grams of cocaine, 150 grams of crack cocaine, 6.5 lbs. of marijuana and miscellaneous other prescription drugs. The estimated value of those drugs is \$30,460—a significant impact on the drug activity in town. This weekend, another significant arrest was made. Drugs is an issue everyone needs to be concerned about. It does impact the quality of life in this community, and the fact that drug dealers are drug users, it does impact services to the town because it sometimes is responsible for some of the crime, deaths, robberies and burglaries. Their fight on internet crimes is continuing. Back in September 06, a task force was formed with Southern Hillsborough County. They trained two detectives through Internet Crimes Against Children. So far, they have made 18 arrests, and it continues. With all of the media attention that this is given through local media and by Dateline, he amazed that they can still identify and apprehend sexual predators.

The number one concern the Police Department has is the facility. He has taken Selectmen through the facility to point out some of the deficiencies they are seeing. It's hard to believe and most people question how that can be because they "just moved up there." It is a 14,000 sq. ft. facility; maybe the roof makes it look bigger than it is. To date, they have changed 10 different locations in that facility in recent years to accommodate the growth. He will be making one more change this fall, expanding the records area to put all of the clerks altogether. That means the elimination of a copy room and small kitchenette and moving the copy machine into the hallway. That will allow them to move Prosecution into Support Services, where they need three positions, and they will move Support Services into Prosecution and put all of the clerks together where the files are. Right now, there is a lot of walking around, up and down the hallways, carrying files. In the detention area, they had an intoxilyzer room that got converted to the fingerprint room. They had a detention interview room that was a nice feature to have because they could always take a violent prisoner out of the cell and still keep them in the detention area. That room is now the video arraignment room and they moved the intoxilyzer in there. The dispatch center was modified from a two-person console by adding a third dispatch desk. They are going to be enlarging the records area by eliminating the kitchenette. The Prosecutor's office was converted to a Victim Witness Advocate's Office. The Library Reporting Room was converted to the IT Office work area when they expanded IT services. One of the conference rooms was converted to the Shift Commanders' Office. The second interview room was converted to a report-writing room because when IT was added, they had to move the report-writing room down the hall. The fitness room was removed to across the street and was converted to Support Services, allowing for three work stations, and they modified the Prosecutor's Office from one to three desks. There were lessons learned when they were downstairs at Town Hall and they should not wait until lack of space becomes a crisis. They should plan ahead and start looking at plans for a facility in the next three to five years, either adding on to the existing facility, or looking at building somewhere else. They need to start talking about it to plan for the future. The records area has three stations, which will be expanded to six stations. That will allow them to put the four clerks in there. If they have another Information Manager, he or she will have a desk, and there will be room for the intern.

Another area of concern is police officers. They currently have two officers that are in recruit training and will be going to the academy in August, and they have one vacancy they are working to fill. It is difficult to find qualified people and they are

competing with the cities of Nashua and Manchester, and the state police. On the news tonight, it was reported that in Derry, 55 people applied, but all 55 washed out. The Chief said they did an manpower staffing analysis, conducted by Capt. Breault. In looking at the actual calls for service, not the formula used by the FBI, it indicates that an additional 12 officers are needed. He is certainly not going to be asking for 12 officers, but he will be coming in with a request for the two additional officers that are needed for late nights. They have been going to some serious calls, and the amount of arrests being made, there are times when there are only one or two officers patrolling the streets. If someone is arrested for DWI, that will tie up two officers because, if the person decides to turn combative, or if something goes wrong, two officers are needed to deal with the problem. Too many times, officers are tied up with arrests and a call comes in to back up another officer because of an emergency call, and they are responding from the station, so the response time is compromised. He is looking out for the safety of those officers, and of the general public, who are calling for assistance. He understands there was some confusion at one time when looking at the monthly reports that lists the number of officers assigned to each squad. Because of the four and two schedule, there may be eight officers assigned to that shift, but because of the way days off fall, four or five officers may be working the street. Sometimes, the officers are on vacation, out sick, injured or away in training. C Squad is from 11:00 p.m. to 7:00 a.m. In order to try to make up the difference for that, they had the K-9 Officer assigned from 7:00 p.m. to 3:00 a.m. to overlap, in case there are problems. The dog is definitely an asset, especially if they are trying to track down or apprehend people, or if someone is attacking the officer.

In the last six months, they have made 74 drug arrests. In the same period last year, they made 50. That represents a 67% increase in drugs. For the first six months in 2005, they only made 34 arrests. He thinks the officers are getting better trained. An officer was sent to the Drug Task Force, and in the month he has been back, he was able to develop a case that came from a landlord that was concerned about a tenant, and it developed into a good case. This person was a mid-level crack cocaine dealer. Drugs were coming out of Lowell, into Hudson. The case involved a hide vehicle. These vehicles have professionally installed hidden compartments where the drugs are stored. This is the second hide vehicle he's seen in two years, and a total of three in his 28-year career. Clearly, they are dealing with drug dealers that are much more sophisticated than in the past. They have been through the system and know what to do, or not do. When Manchester or Nashua start clamping down on drug activity in their communities, those drugs are pushed over into other communities—and Hudson often gets the brunt of it. They need to be prepared in order to deal with the problem. In the case last month, that vehicle yielded 46 grams of crack cocaine, with a street value of about \$2,500. That's a lot of crack to hit the streets, and where is it going? To teenagers? He wouldn't doubt it, but it is in town, and that's a concern. He is a strong proponent of education, especially in the school system. Recently, instead of having a Citizens' Police Academy, they decided to have a drug awareness seminar for parents. They actually brought in drugs that were scheduled to be disposed of to show people what drugs look like. They found out from a survey they conducted that parents didn't know what to look for, and what the signs were that their sons or daughters were on drugs. It was very informative and they will continue to do that to educate the parents. They will continue with their programs in the schools. They will also continue with the NH Attorney General's Task Force. An officer is assigned up there, who receives valuable training. He is fortunate to have a team of investigators come down here, but they have to prioritize because they deal in cases throughout the state. They can't rely on the Drug Task Force to come to Hudson for every drug case. Cases going to the Drug Task Force need to be developed by Hudson personnel. Officers are encouraged to develop that information and cultivate informants, then turn that information over and work with the Task Force. Another group they should consider is the DEA Cross Border Task Force that was recently formed. They are targeting major drug dealers, and dealers that are coming from Massachusetts, Maine or Vermont. He also thinks it would be wise to take advantage of the knowledge, expertise and contacts an officer has who has been assigned to the Drug Task Force by creating their own drug unit to work in conjunction with the state Drug Task Force.

With internet crimes, 18 arrests have been made in Hudson. The Cyber Task Force has made over 24 arrests and 18 came out of Hudson. He credits Sgt. Dyac and Det. Niven, who are sincerely addressing these issues and they've done an excellent job. They are very skillful in what they do. People have said they were surprised the department was doing this because those predators wouldn't be here if they weren't on line, bringing them into Hudson. Chief Gendron said they are coming to Hudson; he was just trying to detect them, and arrest them. Some of the get into Hudson the department doesn't know about. Five or 10 years from now, that victim walks into the Police Station and claims they were the victim of a sexual assault in their teen years, but didn't have the courage to report it back then. That would be a difficult case to prosecute. The message needs to get out loud and clear. If you are a drunk driver, don't drive through Hudson. If you think you are going to meet a young teen girl or boy, do not go to Hudson because, chances are, you are going to meet a detective and you will be arrested. They have developed three programs for the schools—elementary, mid-level and high school—to explain the dangers of going on the internet and talking to strangers. They also met with PTA's from PMA to Memorial School and they even addressed the NH Principals' Association at their conference, reaching out to the educators, trying to get that message across. They need to attack this problem on both levels, by arresting, identifying and through education.

Relative to the prosecution of cases, last year the attorneys handled close to 1,200 arrest cases in Nashua District Court and 5,180 motor vehicle violations. The concern is a manpower issue in court. Kalie Lyden is the prosecutor, and Sgt. Donna Briggs also prosecutes cases. Nashua District Court will soon be adding a third full-time judge and Juvenile Court, which they are now calling Family Court, will be moved to Superior Court. Once that's done, Hudson's cases will become quite challenging. If there is a Juvenile case going before Superior Court, that will require an officer to be there to handle those cases, and if they are running three judges, and they plan on running trials three days per week for Hudson, and three afternoon sessions, they are going (background coughing) and expedite them. Judge Leary is very adamant in granting defendants a speedy trial and he is not going to hold things up. They have seen a 54% increase in juvenile arrests, so that is taking up time, as well. To meet those demands right now, they've taken one of the detectives and assigned him to

prosecution three days a week to help out with arraignments, to get that process going. Eventually, they will have to look for a more permanent solution.

Another issue is an Information Manager. Before Lisa was IT Manager, she was the Information Manager. At that time, she was the Supervisor of Records and Communications. When they moved to the Police Station, she was given more duties in the area of IT and the supervision of Communications was given to a police officer, but that didn't work. They knew they had to put a supervisor or commander in that position, so they gave it to, at the time, Lt. Breault. Now, it's in the hands of Lt. Avery. It's not the best solution, but they had to do something. Relative to Records, there is no supervisor in charge. Between him and Captain Lavoie, they are handling the day-to-day issues that arise. Technically, Captain Lavoie is the keeper of records, so any time anyone has a question in court, he is the one who will have to testify, like Lisa Nute used to do. Prior to becoming the IT Director for the town, Lisa's position was a supervisor and held the rank, or was in the same category as a Lt., so she was a valuable part of the management team in the Police Department. She was also responsible for crime analysis. Comstats, which they hold every six months, looking at crimes and trends, holding each squad and each division accountable for what they were going to achieve. They haven't had that yet. They are training people, but he didn't know how that was going to work out, going to different people and not the same person. Lisa also assisted with the budget, which they will now end up doing themselves, probably getting Dorothy more involved with. When they lost Lisa, the Police Department last a part of its management team. He strongly recommended the Board review this because what he was asking for was an Information Manager to oversee Records and Communications. If information isn't entered correctly by a dispatcher or by officers, it's a problem when it gets to Records. Somebody needs to be the overseer of that.

For equipment needs, they are looking at the AED's, which they also mentioned last year. They have six 2002's and they don't conform to the American Heart Association's requirements, so they need to be upgraded. They are waiting to see what the cost is in order to decide whether they should do an upgrade, or purchase new ones.

Another item that needs to be replaced is the police motorcycle. They currently have a 2002 Harley Davidson bike. They usually replace them every five years. They are looking at purchasing another Harley, at an estimated cost of about \$17,000. It's a little more than they paid last time because it now becomes equipped with ABS brakes. If they do a trade-in, they will take a hit. Last time, they did OK by taking sealed bids. Lt. Avery has suggested keeping the 2002 bike, mainly for training purposes. Every spring, the officers have to get on the bike and train on a course, and the bike really takes a beating. The clutch, brakes and tires are pretty much gone by that time. When the bike goes down for service, it's not fixed overnight. It is usually out for several days to weeks.

They will need Records Office furniture. This fall, they plan to take the walls down and expand the records area from three work stations to six. They brought someone in that's on the state bid system, and looked at the layout of the room and figured how many desk and work stations they can get into x amount of square feet. They were please to hear they could get in six, but they will have to buy six desks to accommodate the change.

The items they are considering to request in the upcoming budget are the police facility expansion, or at least start talking about it, to explore what can be done; office equipment; replacement of motorcycle; replacement or upgrades of the AED's; hiring of officers; hiring of a police manager; and hiring of one drug investigator.

Chairman Jasper said the requests should be prioritized, so the Board knows what the Chief's order of importance is. He didn't want to get tied up in that again and wanted to make sure that statement got in the record.

Selectman Massey wanted to make a clarification so everyone understands the dynamics involved. When the Chief is talking about the Information Manager, when they consolidated IT, they were looking in the Police Department that 50% of the manager's position was IT and 50% was records, so they had, essentially, 20 hours of IT management and 20 hours of records management. There was also 20 hours of part-time help. When they took Lisa Nute over to the IT function, they took the entire management component out of the Police Department's budget, so they are left with just these 20 hours. From his perspective, it would be taking that part-time position that remains and converting it to a full-time manager's position. If he understands the Chief correctly, the Information Manager's position is below the level that Lisa Nute's position was in the Police Department, so it would not be an equivalent salary level. Bear in mind, they are not talking about something out of whole cloth; they are talking about the Chief losing 50% of management function and, to his chagrin, he didn't realize that until they had already been through the whole process, and they should have taken care of this problem then. However, they are where they are today and they just have to look at the fact that the Chief did lose a management function.

Selectman Robinson asked how many AED's they were looking at purchasing. Chief Gendron said six of them are 2002's, so those are the ones of concern. Five of them are 2003. They will find out what the company will charge for 11. Selectman Robinson said the Police Department was doing a great job getting out to the public and offering classes in the Ann Seabury room. He wondered if those presentations were something that HCTV could tape in order to get the word out even more. Chief Gendron said absolutely.

Selectman Maddox asked why they were just getting the information tonight; it's hard to be prepared when something is handed to them on the night of the meeting. Chief Gendron said the Road Agent brought his information in the night of the meeting, so he followed suit. If there was a request for it earlier, he didn't get it. Chairman Jasper said, to a large degree, this was just informational material, in preparation of the budget, so they were not being asked to take any action on anything tonight. Selectman Maddox said it's tough to get good questions if you are reading along, trying to follow along, or doze off.

Chief Gendron said he forgot to mention Animal Control, which he wanted to do for the viewing audience. Licensing dogs is getting to be a major problem in every town. It's a health issue because of rabies. Hudson has 3,250 licensed in town and they estimate, according to the National Animal Control Association figures, based on Hudson's population, there probably are anywhere from 1,500 to 2,000 more than that that the town doesn't know about, that are unlicensed. Jana and the Town Clerk's Office do their best to try to get these dogs licensed, including having a rabies clinic, allowing residents to license their dogs right then and there. They are still trying to track down 550 dogs. They've given 30-day waivers to take care of it, letters have been sent out, etc., but still people are not licensing their dogs. Down the road, which is probably already on Lisa's radar screen, it would be nice to come up with an easier way for people to license their dogs, through the internet by giving a credit card, and send it to their home. The main complaint they get is someone doesn't have time to go down there. Everyone is used to the internet, so maybe that's the way to go. Derry does that and is successful with it.

Selectman Robinson asked if the #1 priority was to hire two police officers. Chief Gendron said he'd prioritize his items when he comes back for the budget, but that one is right up there.

Selectman Maddox said he saw the police expansion program that was brought in to the CIP. The present station, the \$1.5 million price tag is always in flux, depending on who you talk to. The proposal for the expansion to double the size is \$4.5 million, so again, they need to look at what is reasonable, what they'd be able to pull off. They need to take a look at how that would work. When the CIP came in, it sounded like a wish list—the underground firing range, all the various items for \$4.5 million. What can they do? What should they do? He knows prices have gone up, but three times the price of the original building? Chief Gendron said they were talking about a building that went up in 1994, when a lot of construction companies were just trying to stay afloat. When that facility was built in 1994, they got a bargain price at \$1.5, and she had to come back to secure another \$300,000 so it's actually \$1.8 million. He didn't understand why (Selectman Maddox) was calling it his wish list. An indoor firing range for a police facility is not a wish list. A lot of police facilities constructed today have indoor ranges. They currently have an outdoor range at the landfill, but it doesn't afford them all the training capabilities that police officers should go through. An indoor range is no longer an option, but a necessity for training officers for what they have to deal with out on the streets. Londonderry PD just constructed a 23,000 sq. ft. facility for almost \$7 million. Hampton built a 24,000 sq. ft. facility, and they had wetlands issues to deal with, so that was \$8 million. The cost of building in 94, compared to 12 years later, with building costs and labor all having gone up, there is no comparison. When he put the CIP submittal together, he had contacted the architect who built the facility and asked him what the going rate in NH was. The most recent one was in Londonderry, and that's what he went by.

Selectman Maddox said at Town Meeting, they heard the Police Department needs two more officers on the street. On this year's ride-along, he took a Sully shift and went from 7:00 p.m. to 3:00 a.m., and he saw the after-midnight staffing, and it was extremely busy, but it's hit or miss. You can't plan for what's going to happen at any given moment. They needed the officers they were talking about. He asked why the Chief hasn't come up with a plan that takes officers from other resources, because there are 45 sworn officers, and put them on patrol to, at least, carry them through this concern. Chief Gendron said there is no place to take them from; they've had this discussion before. There is no way, with the amount of crime they are dealing with in investigations that he can pull anyone out of Detectives. If they are pulled out from Detectives, who is going to do the investigations? They are also feeling the pinch in Prosecution. In Services, he has one officer who is responsible for all the training, the CALEA standards, recruiting and equipment, including cruisers, so there is no one to take from there—or from any other resources. If he had five detectives, this would be a no-brainer, but he doesn't have that option. That leaves him and his two Captains and they are actually thinking that each one of them will work a night, but it still doesn't resolve the issue. They need bodies out there that are going to respond to calls and be available to make the DWI arrests that act as deterrents. He just doesn't have anybody. Selectman Massey had asked him to look at manpower in other departments and they compared with Derry, Londonderry and Merrimack and Hudson is nowhere near them. He doesn't have the manpower those other towns have. If he did, he'd be in better shape, but he doesn't. Selectman Maddox said the Chief answered why they need two more police officers. Chief Gendron said it killed them to move someone into legal for three days a week. What saved them was a guy came back from DTF, and they are trying to give him some cases, as well. They encourage the officers in the street to go as far as they can with any investigation before it gets to the detectives, so the only things they are handling are very sophisticated cases that require a more extensive knowledge in interrogations and going out of town for interviews, because he isn't going to send out a marked unit.

Selectman Nadeau asked how many detectives they have. Captain Breault said they have three detectives that handle in-house stuff and a detective assigned to the DTF, but one of the in-house detectives is assigned to the legal bureau three days a week. Selectman Nadeau asked how long the detective is assigned to the DTF. Captain Breault said it's a two-year assignment, per officer. Selectman Nadeau asked how Prosecution was doing; when they go to court, are they getting the cases prosecuted, or is Hudson losing out because the officer is not there to prosecute the case. Chief Gendron said that was a big concern and why they moved the detective in there three days a week, because he's not going to flush a case because there isn't anyone there to prosecute. The officers are there to testify religiously. The issue is when a judge is ready to go to trial on a case, the prosecutor has to be ready. If the prosecutor is downstairs in another courtroom, the judge won't hold up the court. There has to be a prosecutor that can go in right away, and another prosecutor is sitting with the attorneys, and if they come in at the last minute wanting to work out a deal, they will do all the paperwork, and then that prosecutor goes into the courtroom and takes care of that case. If other people are lined up in court for the arraignment, someone has to be doing that. They win most of their cases and they lose some, but not because there isn't a prosecutor in the room. He doesn't want to make an example out of someone's case by saying, "This is why we need more people. I had to flush a case because I didn't have a prosecutor." These are real victims and people who wouldn't take it too lightly to know what their case was being used as an example to prove the department needs more prosecutors in the courtroom. They are doing the best they can

and he's moving people around where he can. Judge Leary and Judge Bamberger will clearly tell them that Hudson needs to step up to the plate and have their prosecutors there. Selectman Nadeau asked which of the surrounding towns have indoor firing ranges, besides Nashua. Chief Gendron said Manchester and Chelmsford. Selectman Nadeau asked if the new facility in Londonderry has one. Chief Gendron said they did not, because of the cost.

Selectman Massey said he just wanted to add another piece of information. He had occasion about a year ago to talk to Judge Bamberger about the prosecution position and he clearly said that he felt that Hudson was short a prosecutor, and he was really pushing the Chief to add an additional one. The fact (the Chief) put that person in there is indicative of the fact that he's hearing from the courts that he needs to have prosecutors available to take the cases, but it ended up taking three days of detective work out of his department, too. The prosecution issue is critical over there. The state has made the decision to convert Juvenile Court to Family Court, and they did that for a lot of reasons that, to him, make sense. They are currently up north, where they thought it would be easy to implement the program first. Their plan is to change the Juvenile Court system to Family Court system, state-wide, and when they do that, as the Chief indicated, there will then be three courtrooms in Nashua District Court and the few times he has been there, those courtrooms are crowded and the case is waiting outside. He thinks that third prosecutor function is going to be critical to the town.

Chairman Jasper asked the Chief, when he comes in for his budget presentation, he'd like to see him using the date of when they moved into the station as a basis point, including the staffing at that time, calls for services, the crime they had, how many cases were being prosecuted in court a year, so they can look at where they've come from that date to now. It might give them a little better perspective on things. Selectman Massey asked what the objective of doing that was, in terms of helping them do something this year, compared to 13 years ago. Chairman Jasper said the Chief is talking about doubling the size of the station, so for planning purposes, he needs some perspective. There are going to be a number of positions requested around town, and the Board is going to have to prioritize. He wants to be able to make a case to the Budget Committee, if the Board moves forward with this, showing how the growth has gone from here to here. The case has got to be made, so it's important to have perspective of where they were on that date and where they are today. You can project out what the growth will be in the future. It may help to prove the Chief's case, although for some people, nothing would. So, how does he go forward, or this Board go forward? By five years at the latest, they've got to add space. Do they have a firing range, or do they try to do something regionally? That component may be a whole different discussion. Relative to space, it may become obvious that they are putting too many people in there, like sardines in a can, so to speak. When the Police Department was downstairs at Town Hall, the working conditions were atrocious.

Chief Gendron said when they hired the architect to come in and evaluate the department to determine the number of square footage needed, it came in with 24,000 sq. ft. The estimated cost, at that time, was \$3 million and someone said no; you got half that. You got \$1.5 to make it work. That's how they ended up with the number they did. There was even a motion on the floor that they are at 2,000 sq. ft. now, let's give them three times what they got, 6,000 sq. ft. and they can make that work, but that wasn't addressing all the issues. Even at \$1.5 million, they had to ask for another \$300,000. When they moved up to the new station, it was a big change for them, but as the department grew and they became better at what they do, offering more and doing more, they require more space. They were running a Police Department with one supervisor on the street. They no longer do that. It's run with a shift commander and a field supervisor to make sure things are being done right. Policing has changed over the years, so he will certainly look at what they were doing in 94, calls for service, the population back then, staffing levels and they can talk about it to see what they should do. That's a plus, talking about it.

Selectman Nadeau asked how much time the officer spends on doing stuff for CALEA, and what his work hours are. Chief Gendron said he works Tuesday through Saturday, and he works one night with Capt. Pease. There is a lot that goes into it, so he spends about a third of his time on CALEA. Sgt. DeNapoli, the Accreditation Manager, is dealing with two additional chapters to CALEA standards that they developed, as a result of DNA and some other things. That requires more policies, so they are writing and re-writing and realigning everything to the new edition. It's not just that. When you're up for an assessment, it's one thing to say you're doing this, but it's another thing to prove that you are doing what you say you are doing. A lot of documentation goes into those files. For example, there is a policy that says an officer will inspect their vehicle at the beginning of a shift, looking for contraband and when they make an arrest and pull that person out, they have to check the back seat for any contraband. There should be a report that says at the beginning of his shift, he checked his vehicle, there was no contraband in the back seat, he made this arrest, he inspected the back seat when he took the person out. That report goes into the file to prove they are doing what they say they are doing. There is a file for 2006, 2007 and there will be one for 2008. It's a lot of paperwork and he's working with a clerk on this. If the department says they are going to do mandatory training each year dealing with, for instance, the mentally ill, they've got to prove they provided the training, showing the roster of all the people that had the class and signed off on it. If there were any tests or quizzes, that goes in there, as well. It is very tedious, but they've had a good track record. Last year, they had only three files given back to them only for clarification, which is certainly unheard of. The commissioners were so impressed with the way the department's files looked, they focused on talking with the Town Administrator and Selectman. There is quite a bit of work that goes into it, but it's worth it; it's a nice insurance policy for the town to have.

C. **Finance Department**

Finance Director Kathy Carpentier said she has only one request for the upcoming budget, that the Board of Selectmen endorse and fund one full-time Administrative Aide for the Finance Department. This resource will help her and her department elevate and expedite the financial reporting in the department. It has been over 10 years that any resources have been added to the department. The department is responsible for payroll processing, accounts payable, accounts receivable, accounts reconciliation, water billing and collections, police detail billing and collections, health insurance, human resources,

financial reporting, audit preparation, office management, welfare, contract negotiations, budget preparations and staff to the Budget Committee. The department currently has one part-time and one full-time position for the water fund. They send out 6,000 bills per month, or \$72,000 bills per year, which generates \$4 million in water fund revenue. With the addition of that part-time position two years ago, they've been able to start a collection process and work on the policies, so that was a great resource added to the Water Department. Where they are finding a little shortage is in the General Fund. They currently have three full-time positions, plus her position. They are managing about \$26 million in appropriations in the current year and \$57 million in revenues, ultimately, flows through her department. Accounts Payable processes about 120 checks per week; payroll processes about 200 checks per week. The Human Resource functions from Workers Comp issues to insurance changes, supporting about 200 employees, and they see about 10-15 welfare clients per week, which doesn't include phone calls and follow-up research on the clients. About three years ago, Welfare was added to the responsibilities under her direction. She has lost some administrative support, and as the town is growing, they are at a need. Last year, one of her requests was to ask for an additional head, and they did budget for an intern that she will be using in Fiscal 08 to help alleviate things, but she'd like someone on a more permanent basis. They have confidential documents. Having a full-time person would be more consistent, rather than having an intern, who might not come back the next year. An entry level Administrative Aide would be approximately \$54,000 a year, or a little over \$5 to the average taxpayer. This request would help her start looking at doing things like purchasing contracts, phone usage, utility billing, etc. trying to find cost savings. It is her intent to look at things that will have some appropriations savings. Selectman Massey asked for a copy of what she read from because all the Board has is a copy of her cover letter.

Selectman Maddox said now that she is no longer responsible for IT, he thought she'd have plenty of time to do all these other things. He asked if they've looked at how MuniSmart was going to interface. A lot of the functions she was talking about were driven by the need for paper-moving. He wondered if by using MuniSmart, they could seamlessly go from one section to the other. Purchase orders are cut, transferred to receiving, to cutting the check—those types of things. He thought there might be some automation that would save them some time. Ms. Carpentier said those hours wouldn't phase her or help her get her job done. It would save time for the people creating the PO's, or processing them. If she is to do a director's level position, find savings and put policies in place and document things, they need policies to say what you do and do what you say. This town is a little lacking on that, so she was trying to get assistance for herself in order to better utilize her skills. There is automation; you can do on-line approval of PO's. She didn't know if the town was ready for that, at this point, but it is definitely something they can look to in the future. She has talked to the IT Director about on-line bill-paying, which is something they are going to look into. She has talked with the Treasurer and they are going to go out to bid for banking services and, hopefully, get some better fees and rates and those kinds of things, which would also potentially be a good cost savings on fees and get better rates so they can get better investment dollars. If she is tied up in the day to day clerical activities, the town isn't getting the full benefit of what she can give to the town. Relative to communication between the MuniSmart modules, it is helping the users do their jobs better; it's not helping her department. They still need documentation. They still need to approve PO's when they are signed, and when manifests are signed. There is no automation in her department.

Chairman Jasper said selling positions to the townspeople and to the Budget Committee is always difficult. She is going to have to put together a more solid plan/proposal. What's the benefit going to be to the general public? Why would the average voter want to vote for this? Some of the things she said are lacking; some sound like important things, but do not constitute 40 hours a week for the next 100 years. They are more temporary in nature; things they are behind on. This might call for a part-time position. She will have to do a better job of convincing members of the Board and the Budget Committee—and the voters—how this is going to benefit the town. How is the town going to see a benefit to this? People aren't likely to vote for something and shell out more money just because it makes KC's life easier. People tend to vote for police and fire because everybody is afraid of crime and fire, but people aren't too afraid of the accounting office. He wasn't trying to be difficult, but rather, realistic by saying she needs to prove to the Board how 40 hours a week are going to be spent and how that is going to benefit the town—not just how they can spend 40 hours doing something. He's sure they can do that, but they need to know what the result is going to be. Ms. Carpentier said she knew this was going to be a hard sell and wouldn't get a stamp of approval right out of the gate. She also understands all administrative costs hit the bottom line and the taxpayers. She truly believes there are savings out there that she can capture and it's her job to convince the Board members of that; she can find things that will help fund this position for the future, so she appreciated the Chairman's comments.

Selectman Massey said he apologized that he forgot to ask the question of the Police Department, and he'd probably have a follow-up question, but he wondered where she was relative to the review of all of her job descriptions and whether or not they require any updating. Ms. Carpentier said she'd be finished after the audit, but before the budget cycle starts—probably in a couple of months. Mr. Malizia interjected that the Police Department's are all updated because of the CALEA standards. Selectman Massey said he assumed they were, but he was going to ask anyway.

Chairman Jasper called for a 10-minute recess at 8:20 p.m.

D. IT Department

IT Director Lisa Nute apologized for handing out her material tonight but she, too, checked with the Road Agent. The first part of her handout was a reiteration of her last two monthly reports—major accomplishments they managed in the first three months, using a consolidated IT Department. They are finding new problems every day. Every time she picks up the phone, there is something else in the phone system that is driving her bonkers—voice mail not picking up for people, or calling one department at Town Hall, and if they don't answer, it ends up in a general mailbox at fire, or something like that. She is looking forward to the new phone system, but can't touch that until the end of fiscal year 08—but it is on her agenda. Every

time they do try to accomplish a project, they always run into a brick wall. They are fixing infrastructure issues and problems that have been going on for the last decade plus, so nothing is easy. Robinson Road (fire station) is a perfect example. That needed to be manned by July 1, based on the Board's decision, and they were going OK until they went to put it up and found that it was not stable. A lot of work had to be done so all the remote sites, like Fire and DPW can work better together, network-technology speaking. Things like that have been slowing them down, but they are getting through them and they have made some very good progress. They moved Fire personnel to the main town domain. They had their own server and were doing their own thing out to the side, and they've now been brought in and the start of what they are working towards—having everybody in one domain to make management easier and more seamless when going from one department to another for sharing documents, etc. Now she has a totally empty server that will reuse down the road, which will save money.

Selectman Robinson said a lot of people at home probably didn't know what a domain was. The town was set up with many different computer systems that did not talk to each other. When Lisa is talking about domain, she was talking about bringing them into one system so that everybody can physically talk to each other. Domain is a central computer system. Ms. Nute said like a one big happy neighborhood.

Ms. Nute said Robinson Road is up and manned. They've been invited to the ribbon-cutting ceremony. The virtual private network is there, up and running, using Comcast, but it still is a little problematic. Vin was out there today, trying to stabilize that and figure out exactly what the problem is. It is not totally smooth sailing there, but they are working on it. Hudson Rec needed to be ready for the summer. They purchased the necessary hardware and software for the in-house e-mail, which she is anxious to get going. They purchased the necessary licensing to bring everybody up to the same version of Microsoft Office. Currently, there is a gamut of things out there. Some people are still using Office 97, adding that that fact was so bad, she was embarrassed to even say it. There are people on multiple versions of Netscape, multiple versions of Internet Explorer, multiple versions of Outlook and at least three different versions of Office. They are working on Outlook first and getting that one updated because they need that for the in-house e-mail. She trained the police personnel in taking over the crime analysis function. The Chief wasn't happy losing her as part of his staff and one of the main reasons was the crime analysis. Hopefully, they will be able to do what they need to do for accreditation purposes and help them figure out where their resources are, where they should be and what's happening throughout the town, visually, for everyone to see. She trained the same police personnel on the quarterly and semi-annual Comp-stat function, which is still ongoing. She prepared for the upcoming auction and trained DPW staff on a new vehicle maintenance application that was put in place just before she came on board.

Selectman Jasper recalled a conversation he had with Selectman Maddox, and perhaps her, about having something within the system relative to vehicle maintenance, so people can see a complete vehicle history. He asked if that was something this application could do, or if it was realistic to expect something like that. Selectman Nadeau said he would ask it a different way. If Car #2 was transferred from Police to Assessing, would the maintenance record stay with that vehicle? Ms. Nute said right now, they don't have vehicle maintenance in one big package. The Police Department has a program called IMC, where they do their dispatching. It's the same software they use for report writing, photo images when they bring someone in to booking, etc. When a vehicle from the Police Department is retired, or moves on to another department, that #2 vehicle would be renamed to R-2, to indicate it's retired, or something like that. The Police would still need the number two as one of their vehicles. The DPW is not on the IMC system. EagleVue had put something in place for them, but she didn't know what the cost was, or if it was free software. She hasn't seen any kind of maintenance on it and it doesn't look like anything high end, but it served the purpose. It could be installed on the system upstairs for the Board of Selectmen to be able to view it; they could look at that same data base. They could do something over the network so they could look at the same records DPW was inputting. Selectman Jasper said that's where he was going. If someone was looking at the budget and wanted to know the maintenance history of a vehicle. Someone could access the system to view it, or print out a report. Lisa said DPW's system was new, so they are just inputting those records. The Selectmen would need training on how to use that package. Selectman Jasper asked if they were doing that in the three major departments, where everything is tracked on line and a report can be spit out. Ms. Nute didn't know what Fire was currently using, but they will be going to IMC, so they should have that capability coming up.

Selectman Maddox said trying to train all of the Selectmen in how the particular software works would be counter-productive. They have good people who should be able to put that information before them, rather than them having to access it. He agreed with the basic principal and they should come up with a town-wide numbering system. 08-01 is the first vehicle bought in fiscal 08, and that number stays with that vehicle from the day it is purchased to the day it leaves the town, whether it goes from department to department, or whatever. A uniform numbering system. That would be better to put something like that in. There are so many things they need from IT before they get to the point of training the Selectmen. Chairman Jasper said he was fully illiterate on this stuff; that's why he was asking questions. But they do need a way that, if the Road Agent is before them, and they have a question, he can go to a station someplace in Town Hall that night and get the information himself. Too often they hear someone doesn't have a document and they will get it for a subsequent meeting. He didn't expect that to be ready tomorrow, but hoped they would be working towards that goal. Ms. Nute said they can remote to any site and can also look at putting the vehicle maintenance on line.

Selectman Jasper said years ago, the Board of Selectmen did have a computer in the office, but none of them used it, so it went away. He thought there might be some interest to do that again, so they have a work station in the office. Ms. Nute said in order to provide them with in-house e-mail, she'd like to set them up with a system in their office. Eventually, she'd like to have an intra-net, which looks like you are on the web, but it's all internal. On that web page, they can have all the forms that can't be updated by anybody but the person in charge of that form. The Personnel Policies and all the other policies can be

linked to it. At the Police Department, they have training forms on there, the roll call sheet—all kinds of good things they can do with it. They can get their e-mail right there, and there can be a line for vehicle maintenance, and it will link to the DPW maintenance package; things like that.

Selectman Maddox didn't think they need to have a computer in the Selectmen's Office. He'd much rather be able to get access into the system, through some sort of secure fire wall, to be able to do it at home. Ms. Nute said they can do both. Selectman Maddox said he didn't see the need for a machine in that office. Selectman Massey said the fact that they are going to be able to access the internal firewall e-mail system from home via the internet is the biggest advantage. There's been a couple of times during his five years on the Board where he wished he had access to a terminal, but with all the other things going on right now, that would not be a high priority. If it was there, he'd use it, but he'd use it from home on his own machine, too.

Ms. Nute said IT has been physically separated from Finance, which is working out very well. There is less disruption. Vin can't get in his area until the last piece of the project comes in, some jacks that have been backordered for quite some time. They purchased the document imaging system software, which will benefit all departments. They are starting with Community Development in September or October, depending on how their other priorities go. They upgraded the police security system to digital technology—access to the building, monitoring of the cell areas, the prisoners, etc. They coordinated the temporary move of the Police Department and provided the necessary installs of all the equipment and networking in their new renovated space. John Beike put in a lot of time and work doing that and it turned out fabulously. She hopes help desk support gets better, as they go down the road and through a couple budget cycles so they can fix more of the infrastructure things. There are help desk problems every day, which prolongs the projects and interrupts what they are doing. Selectman Jasper asked what a help desk was. Ms. Nute said it's users who need help. For instance, the Town Clerk's Office has a long line out the door, and MuniSmart has frozen, and they can't do any transactions. There is some issue between that office and Community Development that when they are in the same module, they all freeze up. That has happened on more than a couple of occasions. They drop everything when there is a call for help. They still have Windows NT systems out there and unsupported versions of operating systems. None of that makes for an efficient network. A PC isn't talking well with a printer because the operating system is so old. Things like that just bog down IT. She hopes that will improve as they go along, year after year. They are reusing stored police equipment for town projects, which has saved some money there. They didn't have to purchase a new firewall for Robinson Road. In the Police Department, when they had neighborhood offices going up, their firewall wasn't large enough to handle that capacity, so she had to upgrade that and the original equipment was just sitting on a shelf, although it was in perfectly good shape. The same thing happened with a printer. The police were having difficulty with it because of the constant use, but it's working fine in Finance, where it is holding its own because it's not being used and pounded on day after day. Now that they've consolidated IT, things like help to save money and make things more efficient. It's hard to show, but they are saving time and money, when people can do things faster and get the information they need quicker.

Relative to the current projects and priorities for FY08, they are fixing infrastructure problems as they move along, but they are making the network more efficient. They have a long way to go on that. She listed 11 major priorities she hoped to do within the next six months. The prioritization could change, however, as things fluctuate within a department, or by a decision the Board of Selectmen might make. The first priority is the implementation of IMC for Fire. This is their software they purchased at least a year and a half ago. It will handle their computer dispatch and the records management. They've been working on it all along, but haven't had people in IT to assist them. They've redone all the data bases they need to and now they need help with their dispatch room. The need multiple monitors that can handle all the windows, etc., similar to what the Police Department is doing. They need more than just one little 17" or 19" monitor to view everything they need to view in IMC. They also have to get their backup server; the server they saved money on by moving the fire to the neighborhood, to the main domain, is being reused for a backup server and they need to get that ready for them before they go up on IMC. They have a deadline of the third week of August to do this.

The second priority is to get the live data and users off the VAX. Community Development has a deadline of August 14 to stop putting it in; August 15 is totally MuniSmart. Sean Sullivan and his staff have committed to that date and are working toward that. Kathy Carpentier trained the clerical staff on how to use the MuniSmart modules already in place to redo what they are currently doing on the VAX. The second user is the sewer. This, unfortunately, will require \$1,400 because it will require some customization by MuniSmart. There is no module that handles the Capital Assessment Fees and other things that are done in Sewer. IT and MuniSmart met with Donna and came up with what they thought they could modify in the tax module, which was most similar. That customization will take at least two weeks. She requested that Tom Sommers address that at a Sewer Utility meeting to see if they might assist in that cost. Selectman Robinson said they've been attempting to get off the VAX since last December. He thought, perhaps, the Board should vote to be off the VAX by the 14th so the directive would be from the Board of Selectmen and not from Lisa. Before they can go to document imaging, they've got to come off the VAX. It's the Board's responsibilities to set the priorities for the department heads, and this is something they can do, but he didn't know how to go about doing it. Chairman Jasper said it's not being requested, so he didn't think that was necessary. Lisa said if they don't get off the VAX, they will be sinking fast. She has problems with the VAX on a daily basis; it's no longer a stable system, and money is budgeted for licensing only through December. Come December, they can't get into the VAX unless someone can come up with \$3,000. Selectman Maddox agreed with Selectman Robinson that it needs to come from the Board, but he didn't think a motion was needed. As the liaison to Community Development, he would have no problem conveying the Board's concern and hope that Community Development will be off of it by next Friday because this snowballs and keeps this thing dragging out. Any number of emergencies can happen between now and then, so he didn't want to set an absolute deadline, but if he calls him up to say he's the guy who has been trying to unplug this thing since last

December, why are you still on it? His understanding it's only for data input that could be done on a spreadsheet. Mr. Malizia believed it was agency funds. Selectman Maddox said worst case, this could be done on a spreadsheet. Why they continue to use the VAX is beyond his comprehension. He would have no problem at all making a phone call to Community Development, telling them to make that happen. Chairman Jasper said that couldn't hurt, but it sounds like the commitment is there. He didn't think there was any hedging or resistance. However, he was a little bit shocked to see data was still being entered into the VAX. Selectman Robinson thanked Selectman Maddox for jumping up to the plate. They must respect the sensitivity of Lisa as being a co-worker with the rest of the departments, as well as a manager of her own department, and it's really important that these sort of things come from the Board and not from her so that she can maintain good working relationships with her fellow department managers. He's not saying that she's not; he's just saying they need to get this done. Chairman Jasper didn't think there was any disagreement on anybody's part, so he's not sensing there was anybody saying no to her. They've come up with a deadline and they've agreed to a deadline. If the deadline isn't met by next Friday, then the Board can get involved—and pull the plug. Make it impossible for them. For now, they are making much ado about nothing.

Selectman Massey disagreed with Selectman Maddox. They hired Ms. Nute to be the IT Director, responsible for all IT functions in the town. It would be important for her to be able to maintain her credibility as the person who is responsible for IT to be the one to convey to Community Development that it's the Board's wishes or desire that next Friday is the drop dead date. She should be the appropriate person to convey that because she is managing the business. They just need to know she has the Board's support. Selectman Maddox said he was going to make that call, anyway. He has wanted to unplug this thing since last December and is truly amazed data is still being inputted into it. Chairman Jasper said that's the only problem he is having because whatever is being put in has got to come out again, so why aren't they writing it on paper and when they figure out how to put it into the new system, don't put anything else in there. That doesn't make any sense to him. It seems like they are just going to be spending more manpower getting the data out and putting it someplace else. Selectman Massey said what they are doing is tracking the agency fees, so it's not like they are putting a piece of data in. They are just updating the database on the system, but they could have just as easily done that on a spreadsheet. The drop dead date should be the 15th. He is sensitive to the Board being seen as micro-managers by going in and telling departments what they should be doing, over the heads of the people who are responsible for doing it. Ms. Nute said she met with Sean and expressed the importance of it. She believes he does understand. She then met with every member of his department, during the training that KC gave. There was some resistance, but it has been squared away. She tried to make it as easy as possible by putting down the old procedure and the new way of doing things, so they have it in writing. Worst case, they are already doing this manual procedure, so they may just as well put it in a filing cabinet where anybody can grab it, and then put it in MuniSmart. They will get there. Selectman Massey said since Ms. Nute has identified the \$1,400 as being in support of a sewer module, the appropriate place to take that is out of the Sewer Operating budget. Ms. Nute said her only concern is that they turn her down for some reason, or say they have no funds. Mr. Malizia said there are \$7 million worth of capital assessment fees; they could not turn down the request for \$1,400. Chairman Jasper said if she is turned down, come back to the Board.

Ms. Nute said the third priority is training for Community Development on a new MuniSmart module they are putting in place, called Code Enforcement. Currently, that is done manually. This will assist them and provide some additional things they can do. Selectman Maddox believed that was a BETA test; MuniSmart has never done one of these. Ms. Nute said they have the software written, and they've done this with other modules. There is a down side and a plus side to doing this. Yes, they kind of test it for them, but if they don't like things, MuniSmart is willing to change it and will do things the way she thinks they need to be done. It's basically free customization. Nothing has ever blown up on them. MuniSmart is actually a decent system. Salem, or it might be someone else, who has already put a lot of work into this module. It was a good-sized agency. Selectman Maddox didn't want to be tying up resources with a BETA project.

Continuing, Ms. Nute said the fourth priority is the archival of the VAC data, which has to be pulled off before the end of December, so these things can be accessed after the plug is pulled. Selectman Massey said to him, archival simply means it's sitting off on something. He thought the purpose was, when they got it off the VAX, it was also going to be available as history. Ms. Nute said that's what she meant. Things like personnel records for retirements. That was already pulled off the VAX and is now available through a PC. Unfortunately, it came with all the problems that were on the VAX, but the data has been taken off. They now need to do that for every single module that's out there, including the last two that are coming up. Some of it might not be necessary, if the State says they don't need to keep records past a certain date. If there is no reason, they won't bother with that kind of stuff.

Fifth is Outlook updates. They purchased the office licensing they need for the whole kit and caboodle, which includes Outlook, PowerPoint, Word, Excel, etc., but they need to start with Outlook. They are upgrading to 2007, which is the best managerial version for in-house e-mail. They will need to train everyone on that. Some users don't have Outlook now, and there is a big difference between Pegasus and other things they are using. 6. In-house e-mail using Exchange. 7. Document imaging implementation. The eighth priority is to provide on-line motor vehicle registration, if the budget permits. This is something that everyone is anxious for the town to have. There are a couple different things they can do. The program that Litchfield uses is called Interware. Since Hudson is not an Interware user or client, there would be setup costs and an annual fee. They would need a separate printer to do just checks. They'd need to purchase the checks at \$45 per 1,000 checks and special, magnetic ink. The annual fee is about \$600 and a one-time setup cost of \$95. That is the cheapest way she has found so far, based on what others are using. The first year cost is something like \$1,900; subsequent annual costs is somewhere under \$1,000. Before they jump into that and becomes a priority of the Board, and if they can find the money, there is something else she wants to look into, which is the on-line billing. For example, in New Market, people can pay their utility bills on line, license their dogs on line, etc., directly through the town, and that is a partnership with MuniSmart. The company is called MCC. If you take advantage of their other services, then there is no cost to do on-line billing. There is no

setup, no annual fee or anything like that. She didn't know how much the other costs would be. She e-mailed Karen Burnell, the Treasurer, asking her opinion of that because she is going to be going out to bid this fall for banking services and things like that. This may take the place of the current lock box services and things like that. This is something she needs to explore before they delve into the motor vehicle part.

Selectman Maddox was hoping she would say that. He didn't want to race to do the motor vehicles and then find out they have to add something. He's heard of a couple communities where people can do a number of things on line and the fee is paid by the user. Do you want to come to Town Hall to write a check, or pay it on-line at \$1.50 more? It's almost like a third party service. The money goes to them, then gets transmitted to the town. He'd rather look into that option, rather than just get something quickly.

Selectman Robinson asked if she could work something up, then come back to the Board in a few weeks to discuss it. Ms. Nute said she needed to sit down with Karen Burnell, for her opinion, because (Lisa) didn't fully understand the financial side of it. If there is a budgeted cost, she needs to know that ahead of time. Chairman Jasper said even if there is a cost, hopefully, they won't have to wait until next July. If it's a marginal cost, a few thousand, they can find money. That's one of the reasons they have contingency. That is certainly a service they need to provide, sooner rather than later.

Selectman Massey said this was one of those areas where, if they act in haste, they will repent in leisure. It's important that, in his mind, they have all of the fees that citizens come to the town to pay; you have all the registrations that they do—motor vehicle and dog licenses—and, in addition, you have property taxes. There are three different ways you can pay for those. You can come to the counter and pay for it. You can send your checks to the lock box, or you would be able to do it on line. He would not want them to implement a system that causes a check to be printed here and then the town has to process that check. If they are going to do on-line payments, there has got to be some seamless way that it either goes through a third party payer or they do it automatically, but they still have to accommodate, under that same system, walk-ins and people who want to mail their checks in. Finally, he didn't think it would be done in the beginning, but it is possible to also accept credit cards. The nice thing about the credit card, for the town, which may not be so nice for the people, is, if you are going to implement the credit card payment, you would have to pay the factor fee, so instead of paying a bill that's \$100, you might have to pay \$103, if the town's factor fees were 3%. So, he is still thinking there would be some people willing to pay for some of those bills that 3%, rather than have to take a day off, etc. To him, it's a much bigger project than just putting motor vehicles on; it's a comprehensive, how are we going to go forward, including those three different ways that people have to interact with the Town Clerk's office? Chairman Jasper said putting a deadline on it probably is to their advantage to come in with something that she's comfortable with, rather than to tell her to come back in a month. It needs to be done, but it needs to be a complete package, fully researched, so they don't jump into another problem. He asked if there was agreement to that concept.

Selectman Robinson said Lisa said tell the Board when she is ready to come back. Chairman Jasper said that's what he was saying; she can't tell them tonight because she's got to talk to Karen and all these other things. Ms. Nute said if Karen is going out to bid for something, it either means a separate part of the bid. If she was going to include something like this, this may be the time to look at it. She will work on that.

Ms. Nute said the ninth priority is development of a data base driven web side for updates by personnel. They've started rewriting the face sheet. It will be much more organized. This is one of those projects that keeps getting pushed back because of help desk issues and other fires they've had to put out along the way. As they are writing this, it needs to have a data base underneath it. What that means is that Priscilla can update her own stuff; there shouldn't have to be a time delay factor in getting that information on the web site. She should be able to do that right away and not have to wait for IT to do the updating. Same with the other departments. They should be able to update their own data so everything will be more current. They have a little bit of money available in FY08, which may get her a junior or senior in college. She is conversing with a professor in administration at two different universities to see what they can do with an internship and work towards that. They need someone familiar with graphics and they will teach and work with them on the data base end.

Tenth priority is the Microsoft Office upgrade. They will be using Microsoft 2007. The other Office Suite will be 2003, mostly because it's going to require training. There is quite a difference between the two versions and it complicates things when you go to share documents, so she can't rush into that one right now. The last priority within the next five months is to rewire Town Hall with CAT-6 cable. Right now, cabling isn't going into one central location, like it should, in the equipment rooms. Some of it is branching off into Community Development and then coming back down. Other stuff is going to the Fire Department. All of this is just slowing down the network, so they need to get the cabling upgraded and to one place to help eliminate old switches and things, and even hubs, which is the oldest technology that might still be out there, bogging them down for speed.

For budgeting in FY09, the biggest thing that she could like to come in with is a study on the infrastructure, as far as fiber optic goes. She'd like to show on paper fiber optic that the town owns, versus leased fiber optic and what they currently have in place. If she can show that it will actually behoove the town and save, in this year because they own the fiber, versus paying the leased lines, etc. They need to do something with the connection between here and Police, which then goes to Fire. It's extremely slow for DPW. Kevin gets very frustrated, and it's very slow for Dorothy. Any time they go into MuniSmart, they are usually the ones who are going to have a problem, getting in, or getting in soon. There are actually reports in MuniSmart they can't run because it just freezes. It bogs down the network, and it just stops. That's a huge issue that needs to be looked at. If all of the town departments could be connected by fiber, a whole lot of possibilities are opened

up in the future. At the end of this fiscal year, there is a new phone system coming in. Robinson Road and Burns Hill won't be on it. The Library won't be on it. If they had a piece of fiber run from here to across the street, it's something that Toni wouldn't have to budget for, down the road, when their phone system goes out. They could be brought in on this one, and simply hit an extension to get to them, and transfer things over there, etc. If a piece of fiber was going from Robinson Road to Police, it would be the same thing. It's not that big a distance, so she'd like to price that out to see what it would cost. The biggest one they really need is going down Route 111. They had Hess take a look at that when they were looking at joint dispatch because that was imperative for that project, so she needs to update that to show what they are currently paying for rental of T-1's to do the same thing and show how many years out they finally own that.

Selectman Maddox said FIOS has been wired throughout the community and he wondered why not take advantage of that, rather than buying fiber. That would give the same speeds, or better, but not own a line that has to be maintained. Ms. Nute said she tried that at Robinson Road three times, but it's not out there. She was told, "no can do," and was forced to go with Comcast. The Route 111 would be run by a company called Hess Communications. They would be strapping that in the alarm section, so it's a whole lot cheaper. If there is a problem with it, it would mean called out Hess. Do you want a whole Verizon network out there fixing the problem, or do they rely on one vendor to help. That is an issue. Maybe for that one piece, where it's so difficult to get up the poles, they do that. A short piece of cable to the skate park, to Fire or to the Hudson Community Center, and from there, hop over... they'd have a lot of capability, then, for future things. Maybe for voting, cameras monitoring the skate park, or the Rec Center, any time of the day or night, from the Rec Director's home or Police Dispatch. Capabilities like that.

Selectman Massey said they may be looking at a middle term project that, by the time they get it all wired, it's obsolete. It strikes him that, since they are talking about all these outlying stations, that one possibility... but first, he wanted to back up to address something that Selectman Maddox said. He asked if she was doing this strictly to have internet connection between all the sites, or if it was a dedicated internal network connection. If she does that, then it means that if they were to connect with Verizon on FIOS, it's strictly an internet connection because they are going to want to be an ISP for the connection point. The town wouldn't have a dedicated... Ms. Nute said this was for data. Selectman Massey said FIOS would not allow them to do that because that's their proprietary internet service. Ms. Nute said no, they could use that. Selectman Massey said his concern would be more that... he wanted to hypothesize, but it might not be technically possible any more, but why not put a T-1 antenna up on this building that is sufficiently capable of connecting via wireless connections to any place in town? Ms. Nute said she could look at that in the study. Selectman Massey didn't know would it would cost, but he knows it is feasible because, at one time, there was an individual that was going to see internet connections in Nashua and he was going to put a T-1 antenna up on one of the buildings, but it didn't go anywhere. At any rate... and that would get them out of this problem of having to worry about every time they needed another building or another location, they would have to worry about running another fiber optic out, if the FIOS thing doesn't work out. It's another possibility that would be a much longer term solution than the fiber. Ms. Nute said she planned on coming in with some type of study. They need to do something, even if it's piecemeal, or focus on a section at a time. Definitely from here to Police and DPW. Selectman Massey said, for the rest of the Board members, T-1 would be as good, if not better, in terms of speed, than the FIOS would. It's pretty fast. Ms. Nute said they have a T-1 going down to the Police Department and it's extremely slow. It's not cutting it. Selectman Maddox said FIOS was like three times faster than the T-1. Ms. Nute said that's what they already have in place, and it's not working for them.

Ms. Nute said when the Finance Director was in, the Board talked about how best to budget, now that IT is its own department. Right now, she ordered print cartridges and things at the Police Department, so she does go into their budget through the purchase order system, and she can grab that account, or the Finance account, or whatever, but it is tedious. The printer supply things are what she does not have a handle on when it comes to Fire and DPW. They are ordering their own things. Years ago, the practice was with IT that if they didn't buy it, they didn't want to know about it, so Fire put in all their own printers and stuff, so they've got some expensive printers when it comes to printing per page. The cost of ownership is high, so they are purchasing expensive cartridges and things like that, too. She doesn't know how many they've gone through in a year. That is an issue, to try to figure out how to budget for that. As far as the other accounts go, she can do reporting in MuniSmart, like the 411 accounts are all computer stuff, or the 412 is all the software. She can grab all those accounts in each department and see what percentage is spent on IT. If they lump them altogether in one IT, now she will have to do manual work to determine how many PC's were for Fire, for Police, etc. She's not a fan of throwing it altogether. It would be difficult when it comes to communication costs. How do you pull that out of the Verizon billing? It would be a nightmare. Plus, she doesn't have the support staff, clerical staff, like the departments do that can put the PO's out at a more rapid rate than she can. It took her about a month to learn the system.

Selectman Massey said the way he would envision it working is every department would budget for their IT function, under the management of the IT Director, but it would be a transfer of funds from that 411 in the Police Department is how the IT Department would get paid. That way, you have the accountability of what each department is spending, but you have the budgetary responsibility with the IT Director. Ms. Nute asked if she would be doing the PO for all the purchases? Selectman Robinson didn't think so. Chairman Jasper didn't think that was how they wanted to go. As long as she works with the departments on what they have for equipment, and any IT equipment is signed off on by the IT Director... (talking over each other). He said she doesn't need to get involved in the budgetary items, only for the town-wide items she would budget for. Ms. Nute said she definitely wants to know that every piece of IT equipment that's coming before the Board in another department, she has already see and agreed to, to know what's going on. They can't have printer purchases for every department any more. She won't have a handle on that if that continues.

Selectman Maddox guessed that was the happy medium. If she was approving printer X, as opposed to all of them buying a different printer, that makes more sense. Buying one that's high end, high volume... she was saying these are the printers you should be buying, but each department buys the supplies for it because Doug may print out every piece of paper and he might print out every third. How do you keep track of that? So, he should keep track of his own. They certainly need to have some, much like you're working on Windows 97, they shouldn't have printers that somebody bought because they thought it looked like a good printer to buy. Ms. Nute was controlling the equipment being purchased, explaining that a cartridge is going to cost four times more to keep up than the standard model. That's the way they should be going. He didn't want to have IT ordering every cartridge for every printer that they have across the universe. Chairman Jasper said they don't want the IT Director to be turned into a purchasing clerk.

Ms. Nute said she needs to sit down with every department. The Fire Captains are looking for some work on the generator. Last she heard, it is major, where it requires PSNH flipping power totally off, and that is huge. It's because there was no switch on that generator; it wasn't provided for, like it should have been years ago. They would have to sever this. She will work with the Fire Chief about a replacement generator because it is already 25 years old, which is their life span. If it needs a major repair that takes down all power will be huge. It sounded like it more than just a few hours; possibly days. Chairman Jasper said if the generator is replaced, that will take days, anyhow, but they need to look at the costs. That thing doesn't have many hours on it. What is the cost of upgrading and repairing it versus replacing it?

Chairman Jasper declared a recess at 9:33 for a tape change. The meeting resumed at 9:35 p.m.

Ms. Nute said they talked about on-line billing, etc., but there was one other piece, called MAP, which stands, in part, for Motor Vehicle Automobile, the interface for the state motor vehicles. MuniSmart just got certified to become a business partner in that Hudson could interface directly from Town Hall up to the state. It means there would be less redundancy for the Town Clerks, and they wouldn't have to send people up to Concord. She needs to look into it a little more, after she looks into on-line billing. This is a separate piece. She has a call in to the state to see if they will pay for the router and the T-1 they would need. If they take care of that, the rest would be easy—putting in some cables and network cards. She is working with the Town Clerk on that. She is working with Tom Sommers on printers and printing photos in Engineering, before budget time. What they are trying to do might not be the best setup for them, right now. She will put equipment on a cycle, like with the Police Department. Every server, hard drive, battery backups, PC's, printers and lap tops should all be on a cycle. That needs to get under control on the town side.

Selectman Robinson asked if all of the equipment has been tagged. Ms. Nute said yes, all equipment is asset tagged. She thinks she needs an extra license or small piece of equipment to connect the three phones. Once Town Hall's phone is replaced, there will be new systems at DPW, Police and Town. She needs to network those so phone calls can be easily transferred. Chairman Jasper asked if Rec would be included. Ms. Nute said if they have a piece of fiber going down there. Selectman Jasper said Sara was taking tennis lessons this year. There was a lot of rain, and things were cancelled, but in order for that message to get through, Dave has to physically leave his home and go there and put a recording on. It seems they ought to be able to get him a method in order for him to change the message from home. Ms. Nute said it's because he does not have that network. If they did have a piece of fiber going to Oakwood, which should be around \$2,000, he would have that capability. Chairman Jasper said that really needs to be considered because it was a real pain for parents, who were told there were going to be lessons, and there was nobody there. It was a real problem for everybody involved.

Selectman Massey he wasn't surprised that there might have been different versions of Netscape, but he was surprised with Internet Explorer because, typically, they force you to update. He asked, for fiscal 09, if Ms. Nute is going to look at implementing a remote installation and software upgrade policy for the town computers. Ms. Nute said they are already doing that and the Outlook 2007 upgrade will be done like he was talking about. Selectman Massey said the piece he was thinking of was when a user logs on to their system, before they can use Outlook, they have to click on the upgrade button. He was glad to see this because it will help the Help Desk. In going forward, they should have a document management system, which says, for example, in the Planning Department, as a plan is moving forward through the process, every department that is involved, every piece of it that has to make a comment on it, that a building permit, for example, doesn't get issued until the appropriate check-off is made by the appropriate individual. The Fire Inspector would be the only one able to make the check on his part because he would be the only one authorized to access that piece of the document management system. That's one thing that would help in going forward. The second thing would be a maintenance management system that would take all of the assets—buildings, equipment and apparatus—and put them on a maintenance schedule that if, for whatever reason, somebody left town, and they had to hire a new maintenance person, for example, all of those records would be there. They would not only have what has been done to them, but they'd have the schedule about what needs to be done over the next nth period of time. The final one is they are in the process, but he hasn't gotten the latest update from the Town Engineer, but Pennichuck and the town have a contract to implement radio read for the water meters, but that also requires an interface with the MuniSmart billing system. He expects they will have that ready to go sometime this calendar year. Today, Pennichuck reads either three or four weeks of the month. Because of that, they don't get a single point in time where they can look at the usage in town, which would help do a better job of pinpointing leakage, and all water systems have leakage. The other thing about radio reads is they can do it in less than a week. In Nashua, they are doing it right now, and can literally go down a street and read the information from the next street over, too. The last advantage of the radio read system is when they add a new user to the system, it's going to be very simple to add them to the data base. Whereas, the current system with the manual way they are doing it, the routes these folks take is very convoluted, in some cases. He'd be interested in knowing, from the billing side of it, where they are relative to being able to implementing that system.

Chairman Jasper asked Lisa is she was still glad she took the job. Ms. Nute said as long as Mr. Maddox leaves her alone. Selectman Maddox said as long as the expenditures are appropriate. He was just looking out for the taxpayer. He didn't have a problem if she doesn't spend his tax money unnecessarily. Ms. Nute said she hasn't. Chairman Jasper said she won't spend a dime more than the Board lets her spend. Selectman Maddox said then shame on them.

Selectman Maddox said, when signing the manifest, he noticed that MuniSmart was coming back, charging the town to retrain people. He thinks that should be charged to the departments' budgets, not to the IT Department. He assumed MuniSmart was big enough now, where some of the modules were on video to facilitate training. He hoped they would be doing a better job of managing those training dollars. If they are going to start pulling in all of the modules Lisa was talking about, there was going to be a tremendous learning curve for training. Ms. Nute said tomorrow, Community Development is going on line with MuniSmart, who is in Dover, networking in, controlling the mouse, showing staff what to do, while they are on the phone. Community Development staff is learning how to take cash receipting and use it with building permits. Code Enforcement is coming shortly thereafter. There will be no charge for any of that training. The reason the Selectmen saw some charges is a problem, and it will be huge, if it continues—MuniSmart allows users to call them, and they have been great about providing support helping the person, but the people calling MuniSmart aren't going through IT for that. When there is a user that needs some assistance to fix problems, that they have created, such as inputting data the wrong way, trying to make the software work the way they want to work it instead of adapting to the software, that's above and beyond the actual maintenance and software support. Without naming names, they've had employees who have had to crawl out of a hole that they created, and MuniSmart had to go in and fix data and fix problems that the user created. She had that department pay for it because she didn't have the money. Before she came on Board, KC had pulled money out of Finance for other people's issues like that. Selectman Maddox said he was seeing thousands of dollars. If they are going to change all of the systems in FY09, they need to have some sort of better program in place to where the training is as cheap as they can get it be video. Ms. Nute said she sees a huge difference. When she came to Town Hall, it was like taking a step backwards, at no fault of the staff, but they were used to working on the VAX, which was pushing a key on the keyboard, and everything ran magically. It's a whole lot different when using a mouse. Some users actually did not know how to use a mouse. There were people without those basic skills, and a lot of people are intimidated by a PC, or just not real familiar with basic Windows. She got some basic stuff to try to assist them, before they went on to other things. Animal Control helped her out a lot, working with the Town Clerks, getting them to understand the dog registration module. That was one of the earliest ones they dealt with, and they had a tough time. It's imperative that whenever a department head brings in a new employee, they ask, or she will offer her services to sit in on those interviews. She appreciated the Board asking the Town Clerk applicants the questions they did, relative to their use with computers, which should have some weight on who they pick.

Selectman Maddox thought they were going to start on document management in the Community Development Department, which has been another lingering issue because of all the issues that are going on in Town Hall. He understands she has bought hardware for that, at this point, and asked if she was moving on towards picking a vendor. Ms. Nute said yes, they have a vendor. They created a team of people to select that vendor; it wasn't just her. It was IT people, Community Development clerical people and Director and Engineering. They are the ones with the biggest need. IT was looking at a vendor that could provide a web-based system, so that if down the road, they want to give the citizens access to some things, they can do that; licensing that isn't going to break the bank, if they do something like that; something that can be used for all the departments and keep everybody's stuff organized, where you can easily see it, or not see it, if you don't have permission to, but it's all available; something where you take the whole building process that has to be approved by so many people. They can all see everything based on one project, in the individual departments. Things like that. It can't be a system that only Community Development can use. It needed to be town-wide, and that's what they did select. They narrowed it down from five good systems to the best one they thought was the best bang for their buck and will carry them for a long time. That will be installed after IT can actually set up the hardware. They are using a storage system where there are individual drives, and as soon as they start filling that one up, they can add another one, so they can always keep it just to the amount they need. She didn't know how much it would take with all of those cabinets, but they have a system that will grow with them, as they get more and more documents going into it.

Selectman Maddox hoped it would be something that all of the citizens could use—they are public documents—saving them a trip to Town Hall, the hub of the universe. It would be nice for them to be able to stay at home and look at whatever it may be. He hoped it was something driven towards web use, to be able to be pulled right off the web site, if someone wanted to know about XYZ parcel, and what was happening on your lot, or wherever. It would be nice to be able to retrieve it on line. Ms. Nute said it won't be in this budget because they are just getting it on line, but after they've used it for a year to see what it is like throughout FY08, she could come back at the new budget with a cost for the licensing, and it would then be up to the Board of Selectmen.

Selectman Massey wanted to make sure of something, based on the conversation between Selectman Maddox and Ms. Nute. When he looks at Ms. Nute's current priorities, #7 on the document imaging implementation, he wants to be certain he didn't hear two different things. He would define a document imaging system as a system where he captures the document and he puts it on a data base and he has a retrieval system where he can retrieve that document. He would define a document management system as he wants to generate a building permit for this property, so a document goes up, and the first person that has access to that is whoever created the building permit process. Everybody that is involved in that building permit is given a flag messages that says you have action to take on this building permit. As they look at the document, and they can see the entire document, and see what their task is. When they've completed their task, that piece of the building permit process is completed. They, and only they, have the ability to check off the checkmark that says their task is completed. Only after all of the tasks have been check-marked does another message get generated to whoever creates a building permit that

says now you can generate a building permit. That's a far different type of process than just copying a document and putting it into a retrieval system. He asked if #7 was the first piece, or the first phase of a complete document management system. Ms. Nute said when she was giving her marching orders to get all of the documents out of the filing cabinets upstairs, in a system where they can do away with the paper, and people can easily retrieve and find, through something like a web-based search engine, a piece of document. Selectman Massey said that's just, basically, a document reference system. Ms. Nute said yes, but believed that can do what he was talking about. If not through this system, maybe even through an exchange. Selectman Massey said there is software on the market today, by all kinds of different names, that are document management systems and allows group collaboration on a creation of documents in a project. The key to it is that anybody that has a task to perform relative to the creation of the output gets notified when the process gets initiated and they, and only they, have access to their signoff piece of the document. When all of those signoffs occur, then the project gets completed. Ms. Nute said she would look into that.

Selectman Maddox thought that would be part of the MuniSmart package that says a CO cannot be generated until Fire, Engineering, Community Development, have all put in their code that says you can now print that. He didn't know if that's how they are doing it, but he has seen a number of different systems that won't allow the final document, the CO, until all of the signatories have, however they do it, security codes or whatever... he hoped the MuniSmart system has some of that function, even if it's an extra to be able to do what they are doing. Right now, they are just initials on a piece of paper.

Chairman Jasper thinks Lisa has gotten the message. They've given her a lot; she has taken on a lot, and that is an important thing because there have been problems there over the years. As they found out over the last few months, they were spending a lot of money for a lot of years, but it doesn't appear they were getting a lot for that money. Now, in a very short period of time, they are starting to see some light at the end of the tunnel.

Selectman Massey thanked Lisa and the rest of the people. Selectman Robinson said this has been a good discussion on where the town has been and where the town is going. Lisa and the IT Department is a department of change. Every time something needs to be done in someone else's department, it involved change of somebody else and the way they do things. Lisa and her team have done an outstanding job of managing that change and managing the IT responsibilities and the folks in town have done a good job of receiving those changes, as well. Hats off to Lisa. Chairman Jasper thanked Lisa.

E. Assessing Department

Assistant Assessor Jim Michaud said projects being considered for FY09 included working with the IT Department on updating the Assessing Department's page on the town's web site, but that has pretty much been answered. The IT Department is going to be working on a system where the department head can help manage the Assessing end of the web site, and that is great. He was also talking about a scanning project, or document retrieval. Within the current appraisal software system, they have been scanning documents in and attaching them digitally to each map and lot file. Many of those files are confidential—Veteran's credits, discharge papers, a summary data sheet for elderly exemptions, etc.—and those are just sitting within the Assessing Department. They have other things, such as the old buff cards from the 1978 revaluation and old cards from the 1968 revaluation. That's what Lisa Nute was talking about. He's brought it up before, which is really an IT-type discussion, but it has applications within Assessing. He also wants to work with the IT Department in any applicable areas to provide the public with GIS data at the counter and on the web site, as Nashua does. It is very useful, and people in the real estate market find it tremendously useful. When the department can make residents more productive within their own jobs, it helps the town, as well.

Regarding the Green Meadow lifestyle center, if this is a relevant issue again, it is his continuing recommendation to have a line item to provide for a master appraisal, right at the beginning, as plans get approved. This probably isn't for FY09, but he wanted to include it because sometimes other people know more about things than he does.

He'd like to secure access for two vehicles on a part-to-full-time basis for the two field positions that are within the Assessing Department. This is something that was discussed at the last workshop. Since then, the Police Department was able to provide them with a vehicle that has worked out well. The employee that was hired physically couldn't fit in the Ford Escort. Assessing staff does not use the vehicles provided to them 100% of the time, Monday through Friday, seven days a week. He hopes to be able to continue by getting vehicles passed along by the Police Department.

He still wants to pursue converting two part-time staff to full-time. This action has been supported almost every year by both the Board of Selectmen and the Budget Committee, but not by the voters. He knows he will have to prioritize and choose between the two positions, which one should go full-time. He can recite the backup verbatim, he's done it so many times.

Planning projects for FY08 include cyclical data collection completion. They will have gone out to every property by the end of the month to measure and list the property. They are rechecking the data they currently have, both the exterior data and interior data. He is also earnestly working on accomplishing the property revaluation property value update for April 1, 07, to have values effective for assessment purposes, as of April 1, 07. They will be sending out notices of new value, he hoped, by the end of September. That project has taken a lot of time, and the state has added additional requirements in how it is reported. It's a market that's different than it was in 2004, 05 and 06, but almost every sale that comes in is significantly over the assessments. While the market has softened, they are nowhere near where they were in 2004, when they changed values.

Selectman Massey asked what would keep Mr. Michaud from not getting it out in the September timeframe, in order to get these valuations into the system in time to set the tax rate in November. Mr. Michaud said he's asked for assistance, but

hasn't gotten it. He's asked for additional staff, or upgrades, but he hasn't gotten it. When he budgeted this out three years ago, each year he budgeted as if he was going to get those additional positions. Secondly, the state has added reporting requirements that were not in place when this was first planned. That has added a significant amount of work. He can value the property and have accurate values, as they did in 02 and 04, but the documentation requirements were not as involved as they are now. That was passed by the Legislature in the summer of last year. Thirdly, he did the property tax billing for the June tax bill of this year; he didn't budget for the time to do that. He didn't realize it was his responsibility, but he took it on because someone needed to. That took him away from assessing, from doing the property valuation.

Selectman Massey asked who has been doing the property tax bills, before he did it. The Town Clerk's Office? Mr. Malizia said Cathy Hawkins created the tax bills because it was all on the VAX; it was a different ballgame. Selectman Massey asked who created the 05 tax bills and December 06 tax bills. In 05, Mr. Michaud said it was John Sauter. Mr. Malizia said Mr. Michaud took the responsibility of doing the tax bills this year. Mr. Michaud said he had assistance from others, as well. Selectman Massey said, given all those things, asked what would keep him from making the September date. Mr. Michaud said volume of work between now and September for 9,500 properties, which 450 are commercial-industrial and have been done by the contractor. For the remaining balance, they are still out doing the data collection and appointments. Selectman Massey asked if it was realistic to expect it might not get done this year. Mr. Michaud said it has to be done this year; he can't go backwards. He didn't know if the reporting requirements would get done at the time the values get sent out, or afterwards. Selectman Massey said there also have to be a period during which time citizens can appeal. Mr. Michaud said that is the abatement application. Currently, when they send out bills by late October, they have until March 1 to appeal, so they have 1/3rd of the property tax year. At no point in time do they have less than the 60 days to appeal their assessment, not their taxes.

Mr. Michaud said on the rewrite of his job title and position description, Assistant Assessor, the current job description is antiquated. One document was done in 1990 and another in 1979. The other job descriptions in the Assessing Department have all been updated—Assessment Technician, Appraisal Technician and the Administrative Aide. Mr. Malizia said the version he was using was the one done in 1990, signed by the Executive Administrator, but in 17 years, things have changed. The document entitled "Town Assessor" represents the work that is currently being performed by Mr. Michaud. There is quite a bit of difference between that document and the 1990 document. State requirements and assessing standards have significantly changed over the past 17 years. He's looked at the education requirements, licensing requirements, the knowledge and skills required, and went item by item to determine who is doing what. The 1990 version was a nice historical document, but does not represent what Mr. Michaud actually does. Back in the old days, there was a separate Board of Assessors. Chairman Jasper said that was under the Town Council days. Mr. Malizia said he's looked at some other communities to see what other town assessors' job titles were, and what their tasks were. There is no other community in the area with the title "Assistant Assessor." It's "Assessor," "Town Assessor," "Director of Assessing," or "Chief Assessor." "Assistant Assessor" is really not Mr. Michaud's position. This was before the Board tonight to get the conversation going.

Chairman Jasper said Mr. Michaud is still the Assistant Assessor; they had that conversation last year, and it's too late to even think about it now. The other towns don't have Boards of Selectmen. Mr. Malizia said, at a minimum, Mr. Michaud deserves to have this position looked at. It needs to be updated because the 1990 version is not accurate whatsoever. If Mr. Michaud leaves tomorrow, what will they be looking at? What type of individual will they look to hire?

Chairman Jasper thought they could take this under advisement and put it on the agenda for the last meeting of the month. Selectman Maddox said if the title was changed to Assistant Assessor, he'd be willing to approve the job description tonight. Mr. Malizia said there may be other implications. The town has been going along with a position called Assistant Assessor. Mr. Michaud's duties include more than in an Assistant Assessor's position. Chairman Jasper said they'd have to look at the statutes. Last year, this was suggested, and there was a memo that went with it. Mr. Michaud said he didn't suggest a title change; what he gave to the Board was a copy of the statute that gave the Board of Selectmen the authority, if they so chose, to give the appraisal responsibility to whatever the title is within the Assessing Department. Currently, it's Assistant Assessor. The Town of Milford just advertised for a Town Assessor, and they have a Board of Selectmen. There is no other town, with a Board of Selectmen, that calls a full-time employee Assistant Assessor. The Finance Director isn't called the Assistant Finance Director. Back in the old days, the Board of Selectmen was doing the actual assessing work, but those days are long gone. The Board has the statutory authority to sign the assessing documents, but he does the work.

Chairman Jasper said to put this on the agenda for the 28th, with copies of the statutes. Selectman Massey asked for a more definitive statement under requirements as to what a "reasonable period of time" was. Mr. Malizia said they can't always control what the state does. He's just trying to be balanced. He struggled with that wording. The intent was there are these standards; there are requirements and licensing requirements. The rest of the Assessing Department's job descriptions are in order. They recently hired someone. Selectman Massey said, for the record, all of the IT job descriptions have been updated.

Selectman Robinson moved to put this on the agenda for August 28. Selectman Massey said they've done that. Selectman Maddox said he wanted to save the town some trees. They come in every year, trying to upgrade the part-time to full-time. They don't need to put it on the ballot again this year. It fails repeatedly, so it needs to take a rest. Chairman Jasper said that's going to be a budgetary decision, although he didn't disagree. This year, particularly after a property revaluation, it's going to be even less likely that the voters will approve it. Nobody's ever happy after a reval. The only way they would ever get that passed is to take a year and say this is the only position they are going to put on the ballot, but this isn't the year to do it. Maybe next year. The housing boom has slowed to a crawl. At some point, though, they have to make this a priority. He has felt for a long time that department is understaffed, and the Budget Committee has agreed, but as long as there are other

choices on the ballot, this one will always fall to the bottom. That is the unfortunate reality. They could put it in the budget, calling it a management decision, but the Budget Committee would pull it right out. If they tried to fight it on the floor at Town Meeting, they'd lose the battle. He knew that wasn't something Mr. Michaud liked to hear. Mr. Michaud said no, but knew it was not personal, and he didn't take it that way.

F. Nashua Landing Traffic Report

Chairman Jasper indicated there was a document in the packet that was marked "confidential," but it was in the Selectmen's purview to make it public. Town Administrator Steve Malizia said he wasn't at the last meeting, but understands the Board asked for some data from Mr. Kennedy. That was a public discussion and he didn't think there was anything secretive about it. The Board is very big on being transparent in what they are doing. Chairman Jasper said, without objection, this would become a public document. Selectman Massey said, on that basis, they should black out the confidential statement.

Chairman Jasper said based on the study by Mr. Kennedy, they don't have a supportable basis for an appeal of the Nashua Planning Board's decision, even though they were not very neighborly in how they dealt with this, and he has some questions on how they reached their decision of the project not being of regional impact, and when they did that. Selectman Robinson said close to 25,000 trips a day, estimated to go up by 13,000, in his opinion, a regional impact. Chairman Jasper said that's the roadway network that includes Nashua. There isn't anything they can do about it.

Selectman Massey said the traffic numbers that VHB looked at for RiverPlace were based strictly on Phase 1. At the time, the estimate from RiverPlace was it was going to be a 80-20 split; 75-80-20 split between eastbound and westbound, and VHB said it was more likely to be 60-40, 65-35. The thing that caught him was this document says 500,000 sq. ft. for Nashua Landing and 2 million sq. ft. for RiverPlace, but the traffic volumes were only for 1.2 million sq. ft. When he is looking at the 8% and Mr. Kennedy doubles it to 15%, it still sounds like the town would have a hard time pressing their case that it's greater than 15%, so Hudson will get the traffic whether or not they like it.

Selectman Maddox said he was under the impression that it was 599,000 sq. ft., not 500,000 so there's another 100,000. They are talking about new trips to the roadway network on the weekdays of 13,000 and on Saturday, 16,500, so going over the Sagamore Bridge, on a weekday, will be 40% of 13,000. He still thinks they should send the lawyer off to do what they need to do to protect the citizens. It sounds like a small number, but if you are sitting in traffic on Lowell Road, and you'd be putting more cars on there, they should do everything they can to solicit some corrective action to the roadways that they are going to impact. Chairman Jasper said Selectman Maddox was using 40%, but the traffic engineer was using 15%. In RiverPlace, Marty Kennedy is saying 10%-15% of that 13, or whatever the numbers are. He's not using 40%. They could have him in to ask him why it was 40% for the other and 15% here, but it may be because this isn't going to be seen as a significant as what was being proposed, you're not going to have as much of a draw, and that may be the change. The bottom line is by the time they get done with that, the 30-day window is out. The lawyer has recommended he can't support it. They'd just be throwing good money after bad, when their own lawyer tells them they can't win. Selectman Maddox said when the lawyer says he doesn't think he can win, sometimes he's just trying to keep his percentage up. They should do what they need to do, or at least bring Mr. Kennedy in next week and get an answer to those questions. Chairman Jasper said they would have to appeal by Thursday, in two days. Selectman Maddox said it seems flawed—40% and now only 15% are crossing that same bridge. Chairman Jasper said they've just made this document a public record that shows 15% and the Board of Selectman are magically going to make it 40%? They have to go on what their engineer said. They can't change the number. The engineer the town hired has said it's 15%; you can argue whether or not the engineer is any good, but going forward into court with this document, no judge will find in the town's favor. Selectman Maddox said who knows? He's against just walking away, giving up.

Selectman Robinson said on page 3, paragraph 3, line four, "we also feel that under the long term, when I-93 is widened and when the I-93/Route 111 interchange is reconfigured, retail projects, such as Nashua Landing, would tend to draw more traffic from the I-93 corridor." He and Selectman Maddox agree on this. Chairman Jasper said I-93 doesn't even have funding. It may be 10, 15 years from now that it draws more traffic and, therefore, a regional impact. Even if it is, the question is what would be done? Their own traffic and their own engineer have rendered their opinion. To go against that opinion would just be a waste of public funds—but Selectman Maddox was welcome to make a motion.

Motion by Selectman Maddox, seconded by Selectman Robinson, to appeal and ask for additional from their engineer as to why it went from 40 to 15.

Selectman Massey said it was intuitive why the 40% number was not relevant. First of all, VHB never said 40% was the absolute number. They said it was going to be somewhere between 60-40 and 65-35, so they are really quibbling over 5%, but the difference is that this project is only half as big as RiverPlace. It's 600,000 and it's 1.2 million, although he's not certain the 15% is right, he thinks they would have a hard time going into a court and defending why this shouldn't be the issue when their own traffic expert has looked at the information and said he thinks doubling the number still wouldn't generate enough traffic to warrant. As much as he'd like to see them do something, he thinks, at this point, they didn't have the percentages behind them.

Chairman Jasper read from Mr. Kennedy's document, "It's important to understand that, in our opinion, the draw of traffic, and resulting impact from communities to the east, for this project, is substantially less than that which would result from the RiverPlace Development at the Green Meadow Golf Course. The reasons for this difference are as follows. Size. Although 500,000 sq. ft. of retail space is certainly not small, it is considerably smaller than the 2 million sq. ft. twice the size of the

largest NH mall, that was proposed for RiverPlace. The sheer size of RiverPlace would be expected to draw from a wider area. In contrast, Nashua Landing Development is only half the size of the existing Pheasant Lane Mall and is certainly not out of scale with other retail establishments along DW Highway. Location. DW Highway is already a well-established retail area that has an established regional draw. Access. Unlike RiverPlace, with direct access from Route 3A, traffic from the east and destined to Nashua Landing, would need to pass through Hudson, cross the river, exit onto DW Highway at the Sagamore Bridge off-ramp and then travel along the congested DW Highway, through a number of traffic signals. The bottom line on the trip distribution is that, although we expect the draw from the east to be greater than what was presented in the project applicant's traffic study, the difference, in our opinion, is within what would be considered a reasonable range and would not suggest that the applicant's engineer had made any type of gross error." That says it all and why they have no basis to appeal. They may not agree with it, or may not like it, but you can't win in court to overturn a Planning Board, based on, "we don't think." You have to have something, and they don't have anything to go with. It would be an irresponsible waste of public funds, in his opinion.

Selectman Nadeau asked how much it cost to put in an appeal. Mr. Malizia said the attorney's fee is \$150 an hour. Chairman Jasper said it would run into the thousands before they were done. He didn't look at the dollars; he asks if they have a snowball's chance in Hades, and they do not. They have absolutely no basis for an appeal.

Selectman Robinson disagreed with the Chairman. He read from the document, "The bottom line is that the Nashua Landing Development project will result in an increase in the traffic on Hudson roadways. However, it is our opinion that it would be difficult to make the case." He says it would be difficult, not that it would be impossible. He does not say he cannot do it. He says it would be difficult. Chairman Jasper said that's the whole point. He was not able to do it, and he is their traffic engineer. He knew where the town wanted to go with this, but he couldn't do it. First of all, regional impact is not defined in statute, so that's a hard nut to crack to begin with. It's really something that a community that is facing the plan gets to decide for themselves because the Legislature did not define it. Therefore, the Nashua Planning Board would have to say they thought this was going to be of regional impact. There is nothing in the law, outside, to say "we want it to be and, therefore, it should be." They don't have any basis. There's nothing in the law to help them, no standard that says if there is this much traffic generated, or an increase of this much, a community has a right to have it heard as that. It just says that the Planning Board in the town that's hearing the plan may determine that it is a project of regional impact, and Nashua Planning Board decided it wasn't. That's a nut, under any circumstances, that would be impossible to crack.

Selectman Maddox said he never saw where they had a public hearing to decide that it wasn't a regional impact. This was sped through. He didn't disagree with the Chairman, but felt they shouldn't give up their right to further this, just because of the appeal timeframe. Spending a few thousand dollars to at least capture what could be, what they might want to look at, put him under a gun that he might not have had the time to look at this. He just thinks they are just saddling themselves with traffic. Chairman Jasper said Mr. Kennedy was not giving any indication that he didn't have time to look at it. When you file an appeal, you have to have the basis for that appeal. You can't say, "we're filing an appeal today and will give you the reasons in 30 days." They need a basis for appeal on Thursday. Today is Tuesday. There is no basis for appeal. You have to have a reason. They don't have one. That's the sad reality of the situation.

Vote: Motion failed, 2-3. Voting in favor were Selectmen Maddox and Robinson.

5. **OTHER BUSINESS/REMARKS BY THE SELECTMEN**

Selectmen Nadeau, Massey, Maddox and Robinson didn't have any remarks this evening.

Raffle Permit by the Hannah Dustin Quilt Guild for October 2007, with ticket sales starting August 11.
Motion by Selectman Nadeau, seconded by Selectman Maddox, to approve the raffle permit carried 5-0.

Chairman Jasper announced that the ZBA meeting for August 9 has been cancelled and that Selectman Massey has agreed to be the liaison to the Sewer Utility Committee, replacing Selectman Robinson.

6. **NONPUBLIC SESSION**

Selectman Massey asked why the discussion on tax deeding issues shouldn't be public. Chairman Jasper said they decided before that they would go into nonpublic because making the people's name public could adversely affect their reputation. However, if they want to do it in public, that's what they would do. Selectman Maddox didn't want to do this at a workshop. Mr. Malizia said there is a problem with that because August 15th is the deadline from a tax-deeding perspective, and the next regular meeting is the 14th.

Motion by Selectman Massey, seconded by Selectman Nadeau, to enter Nonpublic Session under 91-A:3 II (c) Matters which, if discussed in public, likely would affect adversely the reputation of any person, other than a member of the body or agency itself, unless such person requests an open meeting, carried 4-1. Selectman Maddox voted in opposition.

Chairman Jasper stated the Board of Selectmen was entering nonpublic Session at 10:46 p.m., concluding the televised portion of the meeting. Any votes taken when the Board comes out of Nonpublic Session will be listed on its next agenda.

7. **ADJOURNMENT**

Motion by Selectman Maddox, seconded by Selectman Robinson, to adjourn at 11:15 p.m. carried 4-1. Selectman Massey voted in opposition.

Recorded and transcribed by Priscilla Boisvert
Executive Assistant

HUDSON BOARD OF SELECTMEN

Shawn N. Jasper, Chairman

Benjamin J. Nadeau, Vice-Chairman

Kenneth J. Massey, Selectman

Richard J. Maddox, Selectman

Douglas K. Robinson, Selectman