

**Hudson, NH Board of Selectmen
Goals Workshop, April 5, 2005**

1. **Call to Order** by Chairman Ken Massey at 6:40 p.m. in the Selectmen's Meeting Room at Town Hall.

2. **Pledge of Allegiance** was led by Selectman Bill Cole.

3. **Attendance**

Selectmen: Kenneth J. Massey, Teresa Stewart, William P. Cole, Kathleen R. MacLean and Richard J. Maddox

Staff/Others: Steve Malizia, Town Administrator; Priscilla Boisvert, Executive Assistant; Tom Sommers, Town Engineer; Joe MacLean; Leo Bernard; Ray Rowell; Coleman Kelly; Anne Lundregan, TEL

3. **Ducharme Well Proposal**

Town Engineer Tom Sommers said he had briefed the Board at their meeting on March 22 about this emergency situation. His memo tonight included cost estimates and a budget, expected not to exceed \$80,000. He is working with Weston & Sampson and with Pennichuck, the O & M contractor. The figure was on the high side, but might be less, depending on the equipment they put in. Since January, trouble-shooting has been ongoing to determine what was causing the control problem, which affected the pump and the motor. There was corrosion, caused by arcing from stray current. That, combined with the pH in the water, which is slightly acidic, brings them to where they are now. The rebuilt pump is seven years old; the controls are a mish-mash; and they are in a damp, underground, confined space. If they are going to fix one thing, they should fix it all rather than deal with it later on. They are still waiting for proposals from two contractors who have done work out there. Both Weston & Sampson and Pennichuck recommended the same firm to do the electrical work, who are the experts for building this type of panel. They will have to integrate the SCADA system and abandon a below-ground vault. The intent is to have the work done through Pennichuck's O & M contract. Markup needs to be confirmed by Pennichuck. The costs have been confirmed. As time is of the essence, he was asked for Board authorization to move forward. He will keep Mr. Malizia informed as work progresses and will inform the Board of the final price. The work will take up to three months, which bring them to June if they start right now. Selectman Maddox said he wasn't a big fan of sole source single bidder and asked what the advantage was by not going out to bid, other than time. Mr. Sommers said time. They have two good contractors that are being asked to price it individually. If they don't get this back on line before summer, costs will escalate because they will be using more flow from Pennichuck. If they go out to bid, it will add two, three months to the project. Selectman Cole said there were two contractors bidding, so it wasn't sole source. Mr. Sommers said part of the control cabinet is; there are two contractors with respect to the redevelopment, pump and motor, one coordinated through Pennichuck and one through Weston & Sampson. When they get the results, they will evaluate the numbers, making sure they are comparing apples to apples. This is like a design-build because they are trying to move it fast.

Motion by Selectman MacLean, seconded by Selectman Cole, to authorize the reconstruction efforts for the Ducharme well in an amount not to exceed \$80,000 as outlined in the Town Engineer's memo dated March 31, 2005, with funding to come from the Water Utility Repair Capital Reserve Fund, carried 5-0 by roll call vote.

4. **Discussion of Goals**

Chairman Massey said the white board listed all of the Board's input. He suggested that each member give a brief description of their goals. When everyone is done, they will rank them and determine who the person responsible person to carry the project forward. When someone is describing their item, only clarifying questions should be asked; no critiquing.

Selectman Stewart:

Combined Dispatch – Selectman Stewart said three studies that have been done in the past several years all say that combined dispatch is needed. It is a life-safety issue. The Fire Department's dispatch center, which has been in operation since the 50's, is cramped and crowded. Combining will save money. The longer they wait, the bigger the price tag. It is frustrating that the two departments cannot talk with each other. Numerous combined dispatch centers in the area have invited the Town in to tour their facility, such as Waltham, MA. If the centers are combined, there would be three dispatchers, all cross-trained. When a dispatcher calls in sick, a fire fighter is put on duty at time and a half. This project has been on the CIP for a long time. It's time to do it. Selectman Maddox said while they are widening the dispatch center, they could look at one of Selectman Cole's items, "expansion of existing Police Department facility," at least rough out the exterior, since they will have to bump out the dispatch center. Those two items could be tied together, depending on the price. Selectman Cole said according to the CIP, the expansion is \$2.6 million; combined dispatch is \$1/2 million. They are separate issues.

Selectman MacLean thought combined dispatch and interoperability were the same thing, but now realizes it is not. They've come so far in interoperability, a huge improvement over a year ago. Now they have radios and everyone can communicate with each other, so combined dispatch doesn't have the urgency that it did last year. Selectman Stewart said when there was the accident across the street and the phone lines were down, central station was pretty much without communication. She asked if Selectman MacLean has taken to the time to check out the dispatch center at the Fire Department. Selectman MacLean said she has. Selectman Stewart said the area is cramped and the equipment is old. Instead of putting new consoles into an old building, it makes more sense to put the money into combining, which will cut down on overtime issues at the Fire Department. Communities all over are doing it. Selectman MacLean said

when the Verizon lines were down, and there was an emergency, they still have radios to communicate simultaneously. She didn't see the need for an expansion and a big addition. It's a consolidation project, not an expansion project. Selectman Stewart said if the dispatch centers are combined, it could also include DPW. Selectman MacLean asked if DPW was qualified to carry the same type of radio so everyone could communicate. Chairman Massey said there is no physical limitation to them, it's a question of availability. Selectman Stewart, reading from the CIP document, said, "The study concluded that combining police and fire communications at the new police facility would decrease the response time in emergency calls and increase efficiency and bring professional (not discernable). Most importantly, combining the two dispatch centers would better serve the public." Selectman MacLean asked why the centers could not combine right now. Selectman Stewart said because it is not big enough. Selectman Maddox said that Town is not going to stop growing, so they should be looking out to 10 years. If you spent an hour in the Fire Station dispatch, you would see that it is very cramped and, in the summertime, it is very warm. Listening to the scanners, you can hear the delay in speaking with each other. Selectman Stewart said in the Fire Station, if the dispatcher is busy with a 9-1-1 call, they could not handle another one and the console is not big enough for two people. Selectman Cole asked Selectman Stewart, who always asks the chiefs if they are committed to combined dispatch, if she was committed getting this to the voters, once it is made public. Selectman Stewart she was.

Selectman Maddox:

Fire Department Equipment Plan—Selectman Maddox said the document that the Fire Chief presented to the Board in October was a start, but they never went through it to see how it was going to be implemented. The Police Department has a good vehicle replacement plan, but fire vehicles are much more expensive than cruisers, so they need to do a cost analysis—mileage, wear, 10 years v. 15, if leasing v. buying, etc. They need more information and to push forward with a plan that is going to cost X amount of dollars, in a cost-effective, justifiable manner. Right now, they are bandaiding their vehicles. They should move forward to make it a budget line item, much like the ambulance; they can put it in the budget and be able to change out the vehicles in a logical manner. Selectman Cole asked what he meant by a budget line item and how it differed from a capital reserve. Selectman Maddox hoped they would set a baseline to be able to take care of the vehicles as they need to be replaced in some sort of a cycle. They would look at that spreadsheet to see if the cost has gone up versus the calls gone down. Are they using less fire vehicles and more ambulances? They need to look at that number to see if it can be adjusted. Vehicle Replacement should be a budget line item. They should have a constant, reasonable number that is sustainable. Selectman Cole said there is a number in the budget—the apparatus capital reserve. He asked what the goal was. Selectman Maddox said looking at that report to get hard and fast numbers so they can say rather than \$50,000 they need to be putting in \$100,000. They would have the documentation to back that up, whatever criteria the chief is going to put on to that, they can see what that number needs to be.

Benson's—The Town needs to push to gain ownership of this parcel, or cut bait and walk away. He can't believe that after all these years a deal hasn't been struck. They need to find out what it is going to cost and the benefits, if it's worth chasing—something previous boards wanted, but this board hasn't done. If municipal buildings could be put on that site, it would be a great draw for Hudson. Until they know that, until they get the agreement finalized, everything is in mid-air. He'd like them to come up with an analysis of the benefits—what buildings can be put there, recreation fields, the cost, etc. Selectman Cole said recreation fields are part of the plan, for pickup games, but not for leagues.

(Start Tape 1-B)

Selectman Maddox said they should either hammer out a deal, or walk away. Selectman MacLean asked what would happen if the Town just walks away, other than losing the money they already put into it. Selectman Maddox said that's what they would need to look at. It is a great parcel in the center of Town. There has to be a reason for people to go there, such as locating the library there. They could put in a couple of fields and, eventually, that's where they would be having their meetings, so there would be a great many people going to that area, not just the "die hard, isn't Benson's wonderful" crowd.

Library—The Selectmen, as the people elected to lead, need to step up and lead. He can't see the Hudson voters spending the kind of money that is now in the CIP package for a library expansion at the present location. The Library Trustees are dedicated in their love of the library and that building, but the Board of Selectmen needs to be practical. A \$7.5 million bond for a library expansion at that location won't get voter approval. If they could put the library at Benson's, Kevin could do the site work, and they could get a good library for \$3.5 million. The voters should have another option. In 20 years, the Selectmen are still going to be wringing their hands on this. This goal is a library the Board might want to push forward in a different direction. Selectman MacLean said that Selectman Maddox has entwined the library with Benson's, which means two quagmires. Selectman Maddox said there are a number of parcels in Town that could be utilized for a library. Selectman MacLean said she'd favor locating the library someplace other than Benson's. Chairman Massey cautioned against critiquing projects.

Older Persons' Center—Selectman Maddox said Hudson Seniors is a private club, although it is often thought of as the Town's Senior program. The Selectmen need to start looking at what they are going to do for all the older persons in Hudson, not just members of a particular organization. The developer of the Oblate Retreat was willing to donate space. He wondered if it was worth having a discussion with that developer to see about some sort of program. He'd also like them to look at what other communities in the vicinity are actually doing. With the influx of older person housing, they need to be thinking about finding a facility for all of the Hudson seniors who maybe don't want to join a private club.

Master Plan—Selectman Maddox said this is a document that is supposed to reflect where they see Hudson heading. The Planning

Board has been working on this for a number of years with NRPC. He believes that the Board of Selectmen, Conservation and the Townspeople all need to be involved in the final product because this is the document developers will look at when they plan a project. What is the Board's goal on land use? Keep open space? In previous Master Plans, Town offices were going to be located on Constitution Drive. Obviously, whoever wrote that wasn't on the Board of Selectmen.

Selectman MacLean said the Town Handbook says the Selectmen carry out the vote of Town Meeting. The voters vote for something; the Selectmen implement it. The voters wanted the water system upgraded, so that will be done. As a citizen, her goals are to keep taxes low, keep Hudson safe, have sidewalks and bike paths, clean air and water, etc. She likes the natural trails at Benson's, to enjoy the site's natural beauty and to breathe the clean air. As a Selectman, the goals listed are awesome and she'd support a lot of them, but she didn't see that as her job of Selectman, as the representative of the people. If the citizens want a library, she will fight for that. People in Hudson want to preserve the natural beauty they have. They should really get on the Open Space people to submit a plan so the Selectmen can work with that.

Selectman Cole said the asterisks indicate items not presently being addressed by the Board of Selectmen.

***Manning of Robinson Road Fire Station**—Selectman Cole said the time has come for the full-time manning of Robinson Road Fire Station and, if the Board supported it, he would draft a warrant article to hire 12 firefighters, but that was unrealistic. However, he would like, as a goal, to put a warrant article forward at the next Town Meeting to hire at least two or three new firefighters to begin the process of bringing people on board so, eventually, the Robinson Road station would be manned with a three-man shift, eventually going to four three-man shifts, or 12 new personnel. There are some federal programs out there, similar to the Police Department's COPSMORE grants that pays a portion of a firefighter's salary for three, four, five years, depending on the program, and to keep the firefighter on at least another year, or reimburse the government. It's a mechanism that has been used in the past to bring new police officers on board. Robinson Road Fire Station is a facility that can and should serve a purpose. Call firefighters are wonderful people and can serve a purpose, but that station is going to have to be manned by active duty firefighters. They can listen to the screaming, gnashing, wailing and everything else, but that's the reality. They should get the ball rolling at the next Town Meeting. Selectman MacLean apologized for sounding ignorant and/or disrespectful, but not she wanted to know if this was something Selectman Cole thought up on his own, something he wanted personally, or if it was the Chief's idea. She wanted to be clear on that because the motive related to her earlier statement on goal-setting in general. Selectman Cole said he was walking around his back yard on a beautiful morning, looked up in the trees and had a vision. Chairman Massey interjected that the ideas that each member of the Board thinks is important as goals is the discussion, not how they came up with those things. It's a question of whether the Board, as a whole, agrees that an issue is important enough for the Board to proceed further with it, so it doesn't matter where the idea came from.

Selectman Cole said to assume, for the sake of the conversation, that this was the Chief's idea. Selectman MacLean said she had apologized for sounding ignorant even before she had posed the question. If this was the Chief's idea, she wondered why he wasn't before them, saying he really needed this. She might support it, but would ask questions first and read the backup he provided. If this was Selectman Cole's idea, that went against her goal-setting philosophy. Chairman Massey restated that they were not there to critique each other's goals, but to decide whether or not an idea should be put forward by the Board. It does no good to ask somebody where they got the idea from. Selectman MacLean said that it helps her clarify the purpose of the meeting, whether it was the Board's idea or the Chief's idea. Chairman Massey said even if it's the Chief's idea, it's the Board that makes the decision on whether or not to put forward a plan, and so, it doesn't matter, again, where the idea came from. The issue is these are ideas that each member of the Board has, and tonight they need to decide which of those the Board, as a whole, wants to move forward. If she didn't want to do something, that was perfectly fine, but it's not a question of where the idea came from.

Chairman Cole said, as liaison to the Fire Department, it was his responsibility to bring something to the Board's attention. Selectman MacLean said she was confused about why this was coming up tonight and not at a regular meeting with the Chief before them. Selectman Cole said the Chief was not part of the governing body of the Town; the Selectmen are. Chief Brian Mason talked about this back in the early 1990's when he was on the Town Council and Board of Selectmen. Chief Carpentino did a great deal of work on this and talked about this, and so has Chief Murray. The MRI report back in 1996 talks about staffing issues, saying that Selectman Stewart was in the Board back then. It was a number of things that probably helped him form this as a goal. Chairman Massey said they were going down a rat hole if they kept this up. He said Selectman Cole was correct; they were the governing body. If Selectman Cole thinks this is an important thing, that's what they should be looking at. Selectman Stewart said the voters voted them to be leaders and bring forth these ideas. They don't care (not discernable) combined dispatch as long as they call 9-1-1 and the best (not discernable) trained personnel comes (not discernable). Agreeing with Selectman Cole, she said studies were done on Combined Dispatch, one under Chief Mason; one under Chief Carpentino. She reiterated that the voters voted the five of them to lead and come up with ideas to bring forward. The voters voted them in to lead. Chairman Massey said he didn't want to go down that road and suggested they continue.

Selectman Maddox asked if there was any data from the Fire Department as to how many times that station would have been used if it was manned. He wondered how many calls originated from a mile and a half radius around the Robinson Road station—a run count. Selectman Cole didn't think they had that information, but thought it probably could be pieced together. Selectman Maddox thought Selectman MacLean would have included a goal on open space, since that is her passion, her forte. That's why he didn't include it as one of his goals. He thought she'd come in with funding mechanisms for open space, etc. All of them are liaisons, with feelings of what

should be happening. He hoped, as part of this exercise in the future, they would be tasking the department heads with providing a three-year, a five-year and a 10-year plan. They get more diluted as they go out, but it gives senior management an idea of where the department heads see their departments heading in the future. He has to do them at his work, and he hates to do it, but they are an important tool for management.

***Expansion of existing Police Department Facility**—Selectman Cole said he'd like to see the Board give direction to the liaison to start working with the Police Department to flesh out what it means to expand that facility. Built in 1994, it started out as a 25,000 sq. ft. facility but got whittled down by the Board to 14,000 at a cost of \$1.5 million. It is outgrowing itself and will continue to as the population increases. They need to start doing some homework now because, the following year, they are looking at expanding that facility. When the building was erected, the shelf life was 10-15 years, and they are almost there. Chairman Massey asked how Selectman Cole saw this separate from combined dispatch. Selectman Cole thought the expansion might happen on the opposite end from where the dispatch center was located; they were separate construction projects, but could be joined together to get a bigger bang for their buck. That is something their liaison could check on. Selectman Maddox wondered if there was some middle ground, such as \$1.5 million expansion, which would include combined dispatch.

Implementation of communications "interoperability"—This is on-going and something the Board supports.

***3rd Bridge Over the Merrimack River**—Selectman Cole didn't think anyone was doing anything on this, including the UFO's who showed up for their photo op. Selectman Stewart said she met with NRPC and Sean Sullivan about the pros and cons of opening up Webster Street to thru traffic. That will come before the Board on April 26th, and the UFO's have been invited.

(Start Tape 2-A)

Selectman Cole said, at the very least, the Town should meet with the Commissioner and NRPC to find out when they are going to have that meeting; when they are actually going to start. Selectman Stewart said Commissioner Murray should be invited to a Selectmen's meeting to address that issue, and all of the other things on the Town's punch list. The DOT's focus right now is widening I-93, not on tiny little Hudson. Selectman Cole just wanted to raise this issue, not that he had any goal. He didn't have any confidence the State Legislature was going to get the towns together; he doubted that there will be a big meeting in Litchfield or Merrimack. They should find out if there is any commitment on the part of the State for this and if NRPC could play a role in this. There is a traffic problem; a third bridge is the solution. The circumferential highway is dead, but a third bridge is not. They've got to find out who the players are and it might require sending some people up to whisper in the Governor's ear again. Selectman Maddox asked if it was possible to put on their agenda every meeting a different State rep to come in to advise them on the status, so that it stays in the spotlight. They can talk to the DOT much easier than the Town of Hudson, and utilize the people who are elected to represent them. Selectman Stewart believed Representative Buhlman was on the Transportation Committee. Chairman Massey said NRPC has not pushed the circumferential because they weren't getting any commitments from local communities. They should not only do the rep side, but keep it in front of NRPC.

Implementation of [Capital] Water Project...Phase 1—Selectman Cole said this was also an on-going project.

Permanent/Stand Alone Recreation Center—Selectman Cole said the Rec Center should have its own facility, something the Town could be proud of—preferably in the south end. The move to Lions Hall is not a long-term answer, just as moving the Seniors to Lions Hall years ago wasn't.

***Reactivation of HEDCorp**—Selectman Cole said there was a public hearing on HEDCorp--Hudson Economic Development Corporation—on August 19, 1992. The Board of Selectmen were being asked to sponsor this non-profit corporation. On September 29, 1992, the Board of Selectmen signed off on and agreed to the Articles of Agreement. He read a couple of excerpts, as follows: "This corporation is organized exclusively for civic, charitable and education purposes and for those purposes to centralize in one organization the leadership and coordination of effort to improve, expand or revitalize, where required, both public and private sectors, maintain health, vitality, environment and growth in the industrial base of the Town of Hudson, to serve as liaison between private and public bodies in coordinating and facilitating development activities, to assume a positive and assertive role in seeking out and discussing with present and potential property owners, developers and tenants, those opportunities and plans for bringing together available programs, investment opportunities, financial assistance programs, land as well as the necessary government cooperation with the objective of maintaining and furthering a strong, viable and positive municipal and economic base to assist the Board of Selectmen in meeting, coordinating and expanding its responsibilities in maintaining a strong economic base, maintain a cooperative working relationship with community organizations and municipal governments." Selectman Cole said this whole thing started when he became aware of HUD grants that other communities were taking advantage of, to support sewer systems and other essential services. They were initially tied to job creation and bringing in businesses for the tax base. They then followed up with an economic development conference in Hudson in November 1992, that was supposed to be the first annual conference but, unfortunately, it turned out to be the only one. "Nonprofit corporation founded to help Hudson attract and retain business. It is expected to enhance the Town's chances of winning federal community development grants for businesses and public improvements." They had owners and managers of day care centers, auto body shops, greenhouses, computer software firms, etc. The focus was to offer an opportunity for members of the business community and Town government to come together and discuss issues of mutual interest regarding the future economic community development in Hudson. Back in those days, Hudson had a terrible reputation as being inconvenient. People who wanted to move their business to Hudson, or even expand, couldn't

find a central point to go to. Starting with the HUD grants, they started out by saying they wanted to have a central point of reference, a clearinghouse, so when a businessman came into Town to find out about Hudson, this organization would be the first place they would go. This organization would welcome them to Hudson, get them started, find out their needs, move them in the right direction, make contact with them, so they weren't wasting time and not accomplish what they needed to in their due diligence. They had a board of directors with nine members, appointed by the Board of Selectmen. This organization was non-profit, stand-alone, but reported to the Board of Selectmen. He didn't know how it was dissolved because he was "in exile" in south Hudson. He asked Selectman Stewart if she recalled how it died. Selectman Stewart said unfortunately, at the time, the individual who had been put in charge, the Town Planner, did not have the skills necessary to be in that position. She thinks HEDCorp should have worked more with the Chamber of Commerce, but they never did. Selectman Cole said the first company HEDCorp welcomed in was Southeastern Container, and what that company has contributed to the Town for the last 10 years is history. HEDCorp was a good concept but, unfortunately, short-lived. He is hoping the Board will authorize reactivating HEDCorp. Selectman MacLean thought when people come into Town, they go to Community Development. Selectman Cole supposed so. He heard that HEDCorp disappeared because the Town had created the position of Director of Community Development. Depending on who you talk to, you get a different story, but there is no way that Sean Sullivan could do what that corporation was doing. Selectman Stewart said HEDCorp's demise was way before Community Development came into being. Mr. Malizia said there was funding in the budget for it, at one time, but HEDCorp died a natural death because it didn't do a thing. Selectman Cole said there were 200 people at the conference, business people, State and Federal officials, facilitator workshops, etc. The conference introduced people to the Town of Hudson; it introduced the new Webb Palmer school to people who had never been there; and it introduced business people. People appreciated the opportunity to meet other business leaders in the community. Selectman MacLean asked where people go when they want to open a business in Hudson. Selectman Maddox said to the Planning Board. Selectman MacLean asked where they go when they want to move into a building that is already there. She thought the Planning Board was an affiliate of the Community Development Department. Chairman Massey said they can also go to the Chamber of Commerce. Depending on who they are or who they talk to, they may get a different answer. Selectman MacLean asked if someone could just come in to Town, see a building, buy it and open up shop. Chairman Massey said they have to go through the permitting process. Selectman MacLean asked if that was through the Community Development Department. Chairman Massey said yes. Selectman Maddox said there were a number of factors to consider, such as change of use. Selectman Cole said people can come into the community and people don't even know they are here. For example, Salem Sportswear was started on someone's back porch. No one knew when it came into Town. Eventually, they opened up their business on Route 111 at the Centronics Building. They obviously had to have seen someone, but whomever they saw in Town didn't tell anyone else. Selectman Cole said he got a call from Fidele Bernasconi, asking him to go out and introduce himself, on behalf of the Town—because no one else had welcomed them in. They were hiring Town people to work for them, they were creating jobs, but officially the Town didn't even know they were here. Those owners now own Boca Raton because they were bought out by Fruit of the Loom. That's why HEDCorp came about—to be a light house, to bring people together. When a company comes in, they won't have to wander around, trying to find the right person. HEDCorp can take them to see the right person, based on what it is they are trying to accomplish. Selectman MacLean thought the Board could ask the Chamber of Commerce to do this. Selectman Maddox asked if the Town ever received any grant money through HEDCorp. Selectman Cole said it never got far enough along to finalize anything. Selectman Stewart and Mr. Malizia recalled that a company called SignMax applied, but the paperwork was never finalized.

Motion by Selectman Maddox, seconded by Selectman Stewart, for a recess at 8:00 carried 5-0. The meeting resumed at 8:08 p.m.

Massey:

Combined Dispatch—Chairman Massey said he'd like to see a warrant article next March that would create the funding for the project and they would implement it, beginning July 2006.

Establishment of Policy and Operating Procedures for Water Utility—Chairman Massey said by the end of 2005, they need to have in place, in addition to the plan and construction project going forward on the south end upgrades, a policy and operating procedure, updated to reflect a water betterment district at the lower end of Burns Hill Road.

20-year Plan for Town-wide Vehicle Replacement—Chairman Massey said whatever plan they come up needs to encompass all of the equipment in Town so they can project to the townspeople a stable tax rate impact.

GASB 34—Chairman Massey said for two years, the Town's auditors have included a note saying that Hudson is not Government Accounting Standard Board 34-compliant. They should include monies for that in the next budget. Selectman Maddox asked about GASB 35. Mr. Malizia said that was something totally different, not a follow-on to 34. Selectman MacLean asked how they would become compliant. Mr. Malizia said it's a valuation of all the Town's assets—roads, sewer, water—all the infrastructure. They have to have a basic cost of the assets' worth, the appreciation on those assets, and the replacement costs. That requires an additional layer of reporting in the financial document. Chairman Massey said first, they have to get the Town's accounting records to reflect the current value and the replacement value. It is then an ongoing process every year to maintain those records. Selectman Stewart said, in simple terms, it is like a re-val on your house. Selectman Maddox asked about the ramifications of not doing this. Mr. Malizia said a negative note in the audit report might mean a lower bond rating, which would be more expensive. Selectman Maddox asked how many NH towns are compliant. Mr. Malizia said the majority of are communities have either complied, or are complying. The higher the bond rating, the better the interest rate. Selectman Maddox asked if this was a one-time or ongoing cost. Mr. Malizia said they have to value everything first, so the auditors will take more time to put things into the correct format. After that, there should be a mechanism to keep track of the assets.

(Start Tape 2B)

Rating of Goals

Chairman Massey asked each member to write down their five items. The results are as follows:

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| 1) | Combined Dispatch | (4 votes) |
| 2) | Benson's | (4 votes) |
| 3) | HEDCorp | (3 votes) |
| 4) | Tnwide Vehicle Replacement | (3 votes) |
| | 3rd Bridge over Merrimack | (2 votes) |
| | Recreation Center | (2 votes) |

Benson's--Chairman Massey said he had an e-mail correspondence with Nancy Mayville to finalize the terms and conditions of the agreement on May 3. Selectman Cole, Steve Malizia, Esther McGraw and he would meet with Ms. Mayville. They all know the major issues and the State will either meet their needs, or they will agree to disagree, and walk away from it.

Motion by Selectman Stewart, seconded by Selectman MacLean, that Chairman Massey, Selectman Cole, Town Administrator Steve Malizia and Benson's Committee Chairman Esther McGraw meet with DOT's Nancy Mayville on May 3, 2005.

Selectman Maddox asked if the Selectmen were going to meet in advance of that meeting to discuss those issues. Chairman Massey said in May 2003, the Town sent the State their original responses. The State responded back in April 2004 with their counter-proposal. In May 2004, the Board responded to the State's counter proposal. To date, there hasn't been any response back from the State to the second counter-proposal. Before the meeting on the 3rd, it would be appropriate for the Board to review the current issues on April 26, so they are firm on the Board's direction when they meet with Ms. Mayville. On May 3, the goal was to have an understanding with the State to either craft the language the Town wants crafted to effect the transfer of the property, or they will walk away. Selectman MacLean thought it might be better for the whole Board to meet with Ms. Mayville, in case she throws something at them that needs authorization from the full Board. Chairman Massey said the fewer the people, the easier it is to come to an agreement. The team will have their marching orders from the Board. Selectman MacLean asked if the team was asking for absolute authority, even though it wasn't a majority of the Board making the decision. Chairman Massey said the negotiating team does not have the authority to sign an agreement on behalf of the Board. They would simply reflect the wishes of the Board and any final agreement would have to be approved by the Board. Selectman MacLean said the Chairman stated earlier that the team would decide whether or not they would agree to something, or walk away from the deal, which she thought should be the Board's decision. Selectman Cole said that might have been someone's thought, but that wasn't a statement of the Board. Selectman MacLean clarified that this motion would give the team authorization to negotiate, but the final decision would be made by the Board. Chairman Massey said absolutely. Selectman MacLean still thought the full Board should meet with Ms. Mayville, prepared to make a final decision. Selectman Maddox couldn't picture either side agreeing to a deal. Selectman Stewart asked if it had been run by the Town Attorney. Selectman Cole said without going into detail, some other things would be coming up. He asked Selectman Maddox what guidance he thought the Board should give. Selectman Maddox said he'd have to go back and look at the document. Selectman Cole suggested he start reading it tomorrow because he had a lot of catching up to do, in order to give the team direction. He and Selectman Massey pretty much know what Ms. Mayville wants. They won't be in a decision making mode, but will come back to the Board with the realities, which have changed significantly in the last year—but they knew what the deal-breaker for the Town was. If he and Selectman Massey need additional guidance, that can be done at a subsequent meeting. Selectman MacLean said she will have to re-read all of the documents.

Vote: Motion carried 5-0.

Combined Dispatch--Chairman Massey said this is Selectman Stewart's responsibility in terms of bringing it before the Board.

HEDCorp—Selectman Maddox thought they should get an outline of where they would be heading—go back to assigned members, appointed by the Board, and maybe some minutes of their past meetings. Selectman MacLean said if the goal is to welcome people in and give them a place to turn for support, they would need only one representative, not a committee of nine, or perhaps a marriage between Community Development and the Chamber of Commerce to find out who is coming into Town and be a Welcome Wagon. Chairman Massey said Selectman Cole was suggesting a far more comprehensive idea than that.

Motion by Selectman Maddox, seconded by Selectman Stewart, that Selectman Cole be tasked to assess and report back to the Board on the feasibility of possibly reactivating HEDCorp carried unanimously.

Vehicle Replacement—Chairman Massey believed Selectman Maddox was the one most passionate about this and asked when he saw the goal as being. Selectman Maddox said they should find out what other similarly-sized towns in the area are doing so they don't reinvent the wheel. Then they would ask the department heads to give the Board the items that need to be addressed—wear and tear, cost factors, etc. Selectman Stewart said, as the liaison to the Highway Department last year, the Road Agent is going to be looking for another street sweeper in the upcoming budget cycle in order to do all of the streets that need to be done to pick up all of the sand that was put down during the winter months. She suggested to Kevin to buy only one street sweeper and try to get a couple more years out of the old one, but Kevin thought they'd get a better deal by trading in the old one and getting two new ones. Selectman Maddox asked if street

sweepers sit idly nine months during the year. If so, they could consider leasing, or shared usage. Chairman Massey said the goal is to have a plan that reflects needs, replacement schedules and has some tie-in to the tax rate. Selectman Stewart said the Town used to contract out the street sweeping, but that wasn't cost effective. By owning a sweeper, the streets could be swept at the Town's convenience, not the contractor's. Mr. Malizia said Fire, Police and Highway all need vehicles. The liaison could go to that department head to get their piece of the vehicle replacement plan for integration by the Selectmen. Each department liaison could work with the department head to formulate a plan, something committed to paper so previous to the next budget cycle they could have started to integrate the plan where they could either fund capital reserves, put proposals out for the Board to deliberate, then to the Budget Committee and then the voters. If each department submits their piece, then the whole plan could be formed.

Motion by Selectman Cole, seconded by Selectman MacLean, that the Board of Selectmen direct Selectman Maddox to assess the townwide vehicle replacement requirement and report back to the Board of Selectmen not later than 1 October 2005 with a comprehensive set of recommendations in support of FY2007 budget preparation.

Selectman MacLean asked if the liaisons and department heads would form a plan, then give it to Selectman Maddox. Selectman Cole said he wasn't saying how it should be implemented, it was directing Selectman Maddox to coordinate it. Selectman Maddox said he was an amateur, elected, part-time employee. This should be done in-house by staff. He's not capable of gathering the information and doing the research with all of the other items on his plate. Chairman Massey didn't think this motion would prevent him from having the department heads do that. He'd just be responsible for pulling it together as an integrated whole for the Board to look at. Selectman Maddox said that's why they have a Town Administrator and all the other department heads. To assign Selectmen to do this is counting on failure. He will try to do the best he can, but he just doesn't have that level of expertise in vehicle maintenance and all the other things you need to have, or the time to do it. He's in trouble with some of the assignments he already has to be able to take on a task of this magnitude. He apologized, saying it would be a failure.

Vote: Motion failed, 0-3. Chairman Massey and Selectman Cole abstained; the other three Selectmen were opposed.

(Start Tape 3A)

Chairman Massey asked for some elaboration from Selectman Maddox why a Selectman couldn't at least liaison with all of the departments, through the help of the Town Administrator, to pull this all together. He wouldn't have to necessarily do all the work, he would just make sure that it happened. Selectman Maddox said the Town Administrator was quite capable of making it happen. He didn't want to get into coordinating with the Fire liaison and Police Liaison and all of that. They have paid staff for that. The five of them are nighttime volunteers. Selectmen didn't need to be assigned to this kind of work. Maybe Selectman Massey, who is retired, has that kind of time, but his time is being squeezed tighter and tighter with other commitments, which is typical for all of them who have outside interests. He didn't want to put himself in a deeper hole. Selectman Cole was sympathetic to what Selectman Maddox was saying, but he might have to make a difficult decision, based on his personal circumstances, but there are things they all have to do. Things need to get done, and they don't have an endless supply of staff. There isn't an infinite amount of staff with an infinite amount of time to work on studies and dissertations. His motion was, basically, to bring information to one central location, that being a Selectman, and it is Selectman Maddox's passion to have one single line item to fund townwide vehicle replacement efforts.

Motion by Selectman Stewart, seconded by Selectman Maddox, that the Board of Selectman Chairman send a memo to all the departments with vehicles for the department heads to come back with a report of a vehicle replacement program for their individual departments. Selectman Cole said they are already doing that. He thought Selectman Maddox's point was to bring it all together and see what the common thread was so they would have synergism. Selectman Stewart rescinded her motion. Selectman MacLean said the only vehicle replacement plan she has seen is the Fire Department's. Maybe others already do it, but she hasn't seen them and would like to have a copy to look at.

Chairman Massey said every department should understand what their department needs in the way of equipment. He suggested that the liaisons work with their individual departments; the departments submits a plan, similar to what the Fire Department has, and he and the Town Administrator will consolidate them and present a plan to the Board that can be reviewed for consistency, reasonable progression and cost. Consensus was 5-0.

3rd Bridge over the Merrimack—Selectman MacLean said when they were “whispering sweet nothings in the Governor's ear,” he suggested the Selectmen talk to Senator Clegg about that. Chairman Massey said they will end up dancing around the Maypole on this one. The only way this will happen is if someone on the Board makes it their mission. Unless someone is that passionate, they might as well drop this as a high priority. Selectman MacLean asked if he meant making phone calls, going to meetings, talking to the Reps, etc. Chairman Massey said yes, and working with NRPC. Someone has to champion the cause. If not, it should be stricken as a goal. Selectman Cole agreed, adding that he was sure the State Legislators would carry the ball on this. Selectman MacLean thought a little bit of effort was better than no effort at all. Chairman Massey disagreed, that this was one of those things where you were either in it, or you weren't. Selectman Stewart said Merrimack will never agree to it, if there are tolls on it, so it's already dead in the water. Selectman MacLean said she could call Senators every now and then and ask how it is coming along and report back to the Selectmen. Chairman Massey said that wasn't a solution; it was off the table.

Stand-Alone Rec Center—Selectman Maddox referenced the 1989 Hudson Master Park Plan. Selectman MacLean didn't think the Rec Center should be a stand-alone, that the Recreation Department should include older persons. It is to recreate people at all ages and in all ways, not just the youth. They should consider expanding the Rec program first, and then with added involvement and participation, they might get more support from more people. Selectman Stewart said there already is programs for adults. Selectman MacLean said there is more to recreation than organized sports. Chairman Massey said only two Selectmen called this out as a goal and unless someone is passionate about moving it forward, it won't happen. The consensus was to strike this goal. Selectman Cole was surprised that Selectman MacLean was suggesting that somebody was being left out. Selectman MacLean said older persons and people who might not be involved in sports. Selectman Cole said Selectman MacLean was making incorrect assumptions that a stand alone Rec center was directed to certain residents and not to others. His intent was for a stand alone building, so they are not jerry-rigging the Hudson Community Building. He didn't say who was going to use it, or for what purpose, and no one was being excluded. They were talking about a stand alone building that would be dedicated to recreation activities. He wished she would not suggest that certain residents are excluded. Selectman MacLean said she was speaking for herself when she says she would like to see the Rec Department include others and agreed it should be stricken as a goal. Before they spend money on a stand alone Rec center, she'd like to see the program expanded. Selectman Maddox vaguely remembers reading something in the Parks Plan he referred to earlier. They might already have spent money to find out about this, which could move it forward a little bit. They came in for an addition to the current center, but he recalled they had plans for a separate building. Chairman Massey thought it would be worthwhile for the Rec Committee to look at and make recommendations on an expansion of the Rec program to include the needs in the south end and, based on what they want to see as an expanded program for the entire town, if that would translate to the need for another building. Selectman Stewart said there is some land in the south end that would be perfect for ball fields. As a point of information, the Rec program extends from toddlers to adults, but she will ask the Rec Committee to take this on as a challenge.

Motion by Selectman MacLean, seconded by Selectman Maddox, to work more closely with the Conservation Commission to develop a reasonable open space plan to incorporate into the Master Plan.

Selectman MacLean said they have been asking the open space and conservation people to come back with a plan. Usually when someone comes before them, the Board says that's not what they want. Maybe if the Board could work a little more closely with them to develop a real plan, a workable plan, they can at least start support some of the things that the voters obviously support. Selectman Stewart said, as the past liaison to the Conservation Commission, their goal or mission is to purchase any land, good bad or indifferent. The Town bought two parcels of land in Town—the Musquash property and the Ingersoll property—and can't maintain both of these parcels. There are ATV's out there, things are dumped there. We can't take care of what we have now. She supported usable open space, but the Conservation Commission wants to keep buying swamp land. The developers don't want swamp land, either, because it's unusable. Selectman MacLean said that was her point. If the Selectmen works with them and tells them what they would support, rather than have them go off on something that won't be supported. Selectman Stewart asked what Selectman MacLean thought she did during the past year, what Selectman Massey did the previous year and what Selectman Cole is going to do next year. Selectman Maddox said there are a lot of little lots all over the place that the Town owns that should be sold off to bring in some tax dollars, as nothing is going to be built on them. That money could then be used to buy a usable parcel.

Vote: Motion failed 2-3. Selectmen MacLean and Maddox voted in favor.

Selectman Cole thought the Board was already working with the Conservation Commission to accomplish this. Selectman MacLean said it seems to her that the Board doesn't work with the Commission. Selectman Cole said Selectman MacLean is the only one on the Board who has their seal of approval, but he's not sure how that translates into the innuendo that the governing body is not working with one of its appointed commissions. Selectman MacLean said they don't have the support of the Board because the Board doesn't help them out. Selectman Stewart said she'd like to see a plan on how to manage what they already have before they buy any more. Selectman MacLean asked if the Commission knew that. Selectman Stewart said they did.

5. **Other Business**

Upcoming Budget Cycle—Selectman Stewart said, in thinking ahead, the Board needs to set their budget parameters by the last meeting in May and should be setting the budget dates for October, so everything can be ready for the Budget Committee in a timely manner. Chairman Massey said they should do three nights—one for Fire, one for Police and one for everyone else.

Town Wells—As a point of clarification, Selectman Maddox said the Town has three wells, not two. He said tonight was a start, but they need to start looking more forward with business plans or forecasts from the department heads, out to the future. They need to have a plan that says where they will be headed. People who work on a daily basis have a better handle on what needs to be looked at by the Board of Selectmen. If they have a program of looking at them on a routine basis, they will do a better job.

Motion by Selectman Cole, seconded by Selectman Maddox, to acknowledge the resignation of Selectman Stewart as Alternate to the Planning Board carried 5-0.

Motion by Selectman MacLean, seconded by Selectman Maddox, to reappoint Selectman Maddox as the Planning Board representative and Selectman MacLean as the alternate carried 3-1. Selectman Cole voted no; Selectman Maddox abstained.

Selectman Maddox said Selectman MacLean needs to be up to speed on planning issues because he is going to be missing a number of meetings this year. Selectman MacLean said she didn't volunteer for the job, but will do her best. Selectman Maddox said maybe she should attend tomorrow night's meeting because, sitting on the Planning Board, she will be seeing a lot of action.

Motion by Selectman Stewart, seconded by Selectman Maddox, to acknowledge the resignation of Selectman MacLean as Alternate to the Budget Committee carried 5-0.

Motion by Selectman Stewart, seconded by Selectman MacLean, to reappoint Selectman Massey as the Budget Committee representative and appoint Selectman Stewart as the alternate carried 5-0.

Motion by Selectman Stewart, seconded by Selectman MacLean, to approve the liaison assignments as recommended by Chairman Massey in his memo dated April 5, 2005 carried 5-0.

Memorial Day Parade--Chairman Massey said American Legion Post 48 will again be sponsoring this year's Memorial Day Parade on May 30. Selectmen Cole, MacLean and he plan to participate. Selectmen Maddox and Stewart are not sure.

6. Adjournment

Motion by Selectman Stewart, seconded by Selectman MacLean, to adjourn at 9:18 p.m. carried unanimously.

Recorded and Transcribed by Priscilla Boisvert, Executive Assistant

HUDSON, NH BOARD OF SELECTMEN

Kenneth J. Massey, Chairman

Teresa Stewart, Vice-Chairman

William P. Cole, Selectman

Kathleen R. MacLean, Selectman

Richard J. Maddox, Selectman