

Town of Hudson New Hampshire
Minutes of the
Joint Meeting of the Board of Selectmen & School Board
August 18, 2021

- A. Call to Order - The meeting was called to order by Town Moderator, Paul Inderbitzen at 6:30p.m. In the Hudson Community Center.

In Attendance:

Hudson School Board: Chairman Gary Gasdia, Vice Chair Diana LaMothe, Gretchen Whiting, Michael Campbell, Ethan Beals

Hudson Board of Selectmen: Chairman Marilyn McGrath, Kara Roy, Dave Morin, Absent: Brett Gagnon
Presenters: Steve Malizia -Town Administrator, Larry Russell - Superintendent of Schools, Brian Groth - Town Planner, Rob Buxton - Fire Chief, Bill Avery - Police Chief

- B. Opening Remarks

The Moderator started off saying, this is a joint meeting of the Hudson School Board and the Hudson Board of Selectmen. The purpose of this meeting is to share information on the current status of the Town and School District, their future needs and plans and to provide an opportunity for feedback and questions to the presenters and between the members of the two Boards. This is a special meeting, it's for the Boards to receive that information, ask questions and for that reason there will be no time for public comment. You are encouraged to engage the Boards at their regular meeting times. It is hoped that this meeting will foster a better understanding and cooperation between the Boards. We will hear all the presenters by the Town and School. Then we will bring them back for questions by the Board members. I'll alternate between School and Town and after that the Boards will then either comment, ask questions or seek further information among themselves.

At this time I'd like to recognize Gary Gasdia, School Board Chair. If you'd introduce your members and opening remarks. Chairman Gasdia said, great, thank you very much Mr. Inderbitzen. So with us tonight we have Vice-Chair, Diana LaMothe, Gretchen Whiting, Michael Campbell and Ethan Beals. I do want to take a minute to thank the Board of Selectmen. You know, earlier this year, the idea came up between myself and at the time, Chairman Coutu, about how we can get the Boards to work together. And the idea was before we can work together we have to start talking and we have to be able to see the same information and not wait until the Deliberative Session like it normally is. So the idea for tonight really was, let's get everyone in the same room for the first time in many years, if not ever, and really have that opportunity to have that open conversation and I just want to take this moment to really thank Chairman McGrath. When she took over, she was not in the initial conversations, but she jumped right on board and I really do thank you for that cooperation. It's been a great partnership and I'm hoping this is a productive meeting and hopefully the first of many collaborations going forward. Thank you.

The Moderator then said, I missed a spot, ah, the Pledge. So I'll ask everyone to stand before I recognize Ms. McGrath. (The pledge of allegiance was recited at this time).

The Moderator then recognized Chairman McGrath for her opening remarks. Chairman McGrath said, the Board of Selectmen are pleased to meet with the School Board members to discuss items of mutual interest. It is hopeful that we can identify areas in which we can agree that will potentially provide a reduction in cost to the taxpayer and other positive actions that will be a benefit to all residents. Mr. Gasdia, I would like to thank you as well for including me in this meeting. The Moderator then said, thank you. We have three of our four selectmen present. Selectman Gagnon is absent. We have all five of our School Board members present so let's get into our presentation.

C. Overall State of the Town

Moderator Inderbitzen recognized Town Administrator, Steve Malizia, to give the State of the Town. The Town Administrator started off saying, good evening everyone. Thank you for having me here. Just from a Town perspective, I'm speaking about the Town. The Town of Hudson is in very sound financial condition. We have a general fund balance of 6.2 million dollars. We have a sewer fund balance of just over a million dollars and we have a water fund balance of 3.4 million. So we have very strong fund balances. We also have a general fund balance of 6.2 million. We have a sewer fund balance of just over a million dollars. We have a water fund balance of 3.4 million. So we have very strong fund balances. We also have capital reserve funds for the Town of approximately 9.5 million. Those are for the various purposes, repairs, conservation purchases, whatever. We have a very strong capital reserve program. So from a financial perspective, we're pretty good shape. We have very low long term debt. It's about 9.4 million dollars outstanding, which is well under the statutory limit of 98.9 million. The debt that's outstanding is predominantly water utility based. We bought the water utility 30 years ago. We have approximately six or seven more fiscal years before the utility has paid off that 30 that twenty seven dollars million purchase will be paid in 2028. We've done a lot of capital improvements to the water utility, as we have done through the sewer utility. So we're in very good fiscal shape. As a matter of fact, this past year during the pandemic are non-property tax revenues continue to perform really well. Our automobile registrations and our revenues were about 700,000 dollars over budget. Which was a very strong year. Folks are still buying vehicles and they're registering. And I give a lot of kudos to our town clerk's office who had a difficult year with the COVID, the rotation of staff. They did a great job, but revenues for automobiles, building permits were up over budget by about 100,000. So out of a two hundred and something thousand dollar budget for revenue, we got about three hundred and something thousand very strong year. You could probably tell there's a lot of folks fixing up their properties, a lot of folks selling their houses for pretty good money. Hudson is a very attractive destination, it appears, based on proximity to the mass border and just a quality of life here. We seem to house is going to market and they fly right off. So, again, we seem to be very strongly our finances are very good condition. I just wanted to put that. However, the town is operating under a default budget this year.

The Town Administrator continued saying, our budget did not pass the voters, so our budget was reduced by about \$700,000 dollars. So to the Board of Selectmen worked with the Department Heads to identify critical needs. And there are critical needs. We obviously want police, we run EMS, we take care of the roads. So the Board sat with the Department Heads and evaluated what was critical, what needed to be done, what needed to be funded and what could be deferred or postponed. And I think we did that at a workshop of the Board, did that at a workshop in public. And again, I'm confident we'll make it through the year, but it's difficult when you have a default budget. We run budgets pretty lean in the Town of Hudson. There are not a lot of extra frills. So I point that out as one of the downsides.

One of the things that we, the Board of Selectmen have to deal with, and as you probably all well aware, is a vacancy on the Board. Currently, one of the members resigned with some health issues with family. So we are the Town is currently in the court system, I believe, next Wednesday, the 25th a superior court judge who will, I believe, interview eight applicants for the position. There have been eight people applying for the vacant selectman position. All this information is on the Town's webpage. Go to the front of the page, click on board of Selectmen applications and you can see all the information. So we would anticipate hopefully within the next few weeks getting a fifth member because it will be budget season that's coming.

The Town Administrator continued saying, we'll be discussing the parameters with the Board of Selectmen for our upcoming budget at the next meeting. I'm sure you folks will be doing the same thing again. We run pretty lean. We'll see what the Board's parameters are. But we are coming off a default. So there may be some needs that we're going to have to take a look at. But that will that will be discussed next Tuesday. Just for your information, we have we will have one labor contract. All of our other labor groups, we have five, the other four are under contract. So from a warrant perspective, I would expect to have one warrant article for a labor agreement. I'm not sure what the school has, but, you know, you've got to deal with it. So we will have one on the upcoming warrant as needs go. I'm sure Chief Avery will expand upon it, but we certainly need an expansion to the police station. You've seen that one article that bond warrant article for the last, I believe, two budgets, at least two warrants. We received the majority last year, we did not receive the majority needed for the bond, so Chief Avery will speak to that. He has his presentation. The Town also is in need of improvements to the transfer station over at the old landfill. For those who make themselves available with that service, we do dumb cleanup days for the residents. You can get three passes. You bring your bring your material. If you've ever been there, particularly in April or the end of the winter, it gets real busy. But we're looking to make that facility safer and to handle more capacity. Again, a lot of residents avail themselves of that. There was a warrant article this year, didn't pass the ball. I'm sure I'll be discussing that again to upgrade the transfer station. We're also currently working with the City of Nashua to rehabilitate the Taylor Falls and the Veterans Memorial Bridge. As you go back and forth between Hudson and from the north end of town. Those bridges are approximately 50 years old. They are the responsibility of the Town and the City of Nashua. They are not DOT responsibility. They're our responsibility. We started the efforts to work in conjunction with Nashua to make sure that we rehabilitate those before they need to be replaced. Rehabilitation will be a lot cheaper. So we that's currently undergoing there was money budgeted for that. At least the design and engineering efforts at some point will have to come forward with the actual monies, which will be a 50 50 split with the city of Nashua. But that's something that, you know, we need to keep an eye on.

The Town Administrator continued saying, the Town will also be conducting a town-wide property reevaluation this year. As you can see from the market out there, some of the properties are quite different than their market value. And the goal of the re-val is simply to make sure everybody's treated fairly. And that town-wide revaluation is for residential, commercial, and industrial. And quite simply put, it's just to make sure that all taxpayers are property owners are treated fairly versus the market. Things can get askew sometimes. And it's basically correct. We're required by New Hampshire law to do this every five years. So this is the fifth year. Fortunately, money has been put into a capital reserve so that we have the funds to actually do this work. There's a lot of data collection. There's a lot of mathematical analysis that goes into it. And just for everybody's information, the Town currently has a valuation of about 3.2 billion dollars. So that's the valuation of the Town of Hudson, 3.2 billion. And those are some of the highlights.

The Town Administrator went on to say, a couple of things I want to mention about how we've been working with the School District. As everybody knows, we've been in a pandemic and during the pandemic, the Town and the School District, particularly I'd like to single out the Superintendent, Terry

Wolfe, I believe Sarah Munsie, who is your EOC person. We worked very closely with those folks all year long. Daily. We were on EOC calls to make sure that we communicated and coordinate at the Town and the School efforts in response to the pandemic. And I, I have to applaud them. They were there every step of the way, as were our Department Heads and particularly our Fire Chief, who's our EOC Director. But that was an example, I think, of helping to really mitigate and keep our community as safe as we could. We had our chair and vice chair at the time, Selectman Roy and Morin, and I think everybody would agree that, you know, we worked hard to keep on top of everything and to make the best recommendations for the community that we could. The Town Administrator continued saying, and in conjunction with that, if you recall, we held the November 2012 presidential election held at the Memorial School, probably one of the biggest turnouts we've ever had. For anybody who wanted to vote in person, that was probably the safest we could make it, and that was in conjunction with the School. So that was much appreciated. Typically, we vote in here, but I think the school set up at memorialized was perfect for the presidential election. So I think that was a good win for the town. I know there was traffic issues for some folks, but nonetheless, people got to vote in person should they want to. And I think they voted as safely as we could make it. And the other thing, in conjunction with our Town Meeting for the last couple of years with the demise of the HLN, the School and the Town have been working to send out sample ballots to all households. That was coordinated by Terry Wolfe at the school. But that's an effort that we've both worked on together to get that information into the voter's hands before Town and School annual meeting. So I think those are some of the examples of the most recent things that we've been doing together. I know that we still continue to confer with Superintendent Russell vis a vis COVID items, and we're always available. If anybody wants to pick up the phone, give us a call, we'll pick up the phone and call you. And I think that's all I have for right now.

D. Master Plan Presentation/Update

Moderator Inderbitzen our next presenter is our Town Planner, Brian Groth, who is going to give us an update on the Town's master plan. Mr. Groth started off saying, Good evening, everyone, thank you for having me here tonight. All right, so I have some slides up on the screen here, and it's going to go through some basic elements of Master Plan. So first we're going to talk about what is the master plan and what was the process in developing one and then where we are today. And then questions obviously will be hopefully on. Master plan is not set in stone, it's a living document that gets updated periodically every typical, every five to six years. Sometimes it goes longer. It's a requirement. It's a prerequisite for a town to have a zoning ordinance as well as a capital improvements plan. And I'll get to that later. There are minimum requirements. They have to have a vision chapter and a land use chapter. But there are also several other elective chapters that communities can choose to incorporate. And I'll touch on those in a little bit. The idea of the master plan is to take stock and the history, the trajectory, the current trends of the town and evaluate, make recommendations towards the best future development that would occur in the community. It provides guidance and developing zoning ordinances. And it's basically a land use policy document. So in this graph, you'll see this is the role of the master plan, and like I said, it's a moving, living, living document. So the cycle is really sort of it should always slowly be turning. The master plan, starting in the upper left hand corner, identifies community goals and strategies. Mr. Groth continued saying, those strategies, and strategies to achieve what those goals might be. And you'll see in the yellow tab to the corners that those community goals and strategies are informed by public outreach and they're informed by data analysis available from a variety of sources that, again, will get to. These community goals and strategies then used to assist the Planning Board in identifying appropriate changes to a zoning ordinance or to the land use regulations and just is an example of some things that that might be considered in other communities that I've worked with to have considered elements such as farm based guidelines where the notion of in certain districts it may be the architecture

of the appearance is more significant, more important. Commonly, these are found in commercial corridors like local road, central dairy, places like that, increased landscape standards. So some towns elected to hold certain developments to a higher landscape standard. And some places will look for specific types of landscaping to sort of identify the theme or common appearance for the town. They're also zoning and regulations that touch upon business needs. So whether that's a matter of new building types, new buildings, typologies that are required for the current state of the economy, whether it's housing needs that businesses need for employees, there are elements like access management. So with access management that's trying to reduce the number of curb cuts on a heavily loaded corridor. So to focus more on internal access to direct busy traffic, to signalized intersections so that it's not just everything dumping out into the street at the same time. And then another example again, these are just examples of some current trends, a complete streets, and that's identifying street standards that would accommodate all modes of travel. So bicycle, pedestrian vehicle, perhaps public transit where applicable, as well as incorporating into that our landscape standards and those pedestrian standards. So it only serves the function of transportation needs and mobility needs, but also the aesthetics and appearance of our streets.

Mr. Groth went on to say, so then moving along from there, that orange box to the lower left hand corner, that's where we, say every five or 10 years, we say, OK. Whatever our policies, what are they? Are they still appropriate or do we need to adjust? Have things changed? Is that the community needs of those changed? And then that's when we go back into the master planning process and learning more from public outreach and data analysis. And then what's turning out of the master plan is something that that's vital to Hudson it's a prerequisite for the capital improvements plan, but that plan is a prerequisite to for us to collect impact fees. And so we currently collect impact fees for traffic, for transportation and schools. So just a recap of our process that we're picking back up, you might remember in the fall of 2008, 2009, when we began this public outreach process. We had two different sessions that we ran a couple of different times on a week, night and a weekend day so that people of varying schedules can make at least one or two of these meetings. And we also held them in different schools around Town in order to, you know, make sure that we weren't focused only on one neighborhood. So I'd like to thank the schools, too, for providing those facilities for the planning board to conduct these sessions. So our plan for spring of 2020 was to come back out with the Great Recession and present our findings. A lot of things happened in the spring 2020, which precluded large gatherings and things like this. So that's where we're at a pause point with that. And I'll address that in a moment. We also did those recessions. We did get a decent turnout, not a million people, but in total, about 50 attendees was one of our max at one of these sessions. And what we had, the plane where he talked about was that this is kind of the first time it's been approached in a while for these public gallery sessions like this. So the first couple might be not well populated, but as you build momentum, as you keep holding these things, I think we'll see attendance rise. We also had the online survey. They had three hundred ninety participants. And just some quick clips from this. The largest age group was 46 to 55. The second was 36. And that's just say 45 five thirty nine percent, which I thought was low. Consider them themselves to be HUDs natives. Many people have moved here. And why. Well great strengths that came out of this process or identified through this process. Hudson's location as Mr. Malizia touched upon in the housing affordability. Obviously, things have changed a little bit since then, but relatively speaking, Hudson's more affordable than some other communities in the area. Some of the greatest concerns was development of natural areas, traffic, of course, and walkability. We heard a lot of people desiring to have more safe walking paths to and from places and schools. So these are the nine chapters that had some master plan currently has, and I've just basically listed out one of the data sources that feed those chapters, a lot of it, as I mentioned, a lot of us data analysis, a lot of stuff is coming from state sources, from federal sources and local sources. But that community vision and goals, the major data source for that is public outreach. The ninth chapter is the future land use, and that is sort of, all right, we've taken stock of chapters one through eight. Our vision, what does our housing

population look like? Our natural resources, economics, transportation was our existing land use. What do we have historically relevant and what our community facilities, like a police station, fire station, the town hall, etc., considering all those things.

What does the future look like? What do we, what is our desired future? So good timing. We are going to begin reviewing the draft chapters developed by public outreach. We're doing this in an incremental approach, so we're looking at one to two chapters at a time. We're going to start that discussion at next week's Planning Board meeting. So we'll be working through some of the chapters, for instance, going back. Community facilities and historic resources, things like that, that are fed more by data, those are easier to review at this point, because what we'd like to do is and what we are planning on doing is reigniting the public outreach process. It is likely going to be the majority will probably be online based and speaking within our policy. What I envision is one way to handle some of this outreach is to identify districts that we want specific input on what happens on certain commercial districts rather than trying to gather everything in Town. Let's look at a district at a time. And because what's good for one district might not be good for another. So that's the end of my presentation on the Master Plan for tonight. I just want to give an idea of what the role of master plan is, what it is and where we are and where midstream right now. So thank you. And I'll be back for the Capital Improvement plan. Thank you.

E. School District Strategic Plan

Moderator Inderbitzen said our next presenter will be our superintendent. Larry Russell will talk to us about the strategic plan of the School District. Superintendent Russell started by saying, Good evening to the members of the Selectmen and the members of the School Board, and thank you for the opportunity to present the strategic plan that provides a roadmap for the development of procedural and instructional practices that will improve the health of the School District. Also, I'd like to thank the Moderator, Mr. Inderbitzen, for your work tonight and also would like to recognize Chief Buxton and Chief Avery as collaborative colleagues that have supported me and my staff and our school system. I've also had the privilege to be able to reach out to Steve Malizia, who has always made himself available to answer questions and help me to coordinate with the Town activities. I presented the idea of developing a strategic plan with a wide and far reaching stakeholder group in the spring of 2019 to the School Board, and they were enthusiastic to have the idea move forward. The initial member of the plan was to provide a pathway for the school district to have such recognition as a good school district that young families would decide that Hudson would be the best community to raise their children in. The process began with choosing three pillars on which to build the plan. They are, first, a strong learning environment, which is the physical space and the culture of schools to be a safe place to work and to learn strong connections between schools, families and the community, which is building relationships with families, community members, businesses and to support and promote a passion for long life, lifelong learning and finally, a vibrant learning system. The process of redesigning our learning system to be more dynamic and engaging and improve instruction that will support robust, robust learning.

The Superintendent went on to say, we spent many long meetings developing the accompanying goals in addition to the actual action steps that would be needed to meet these goals. We also developed our mission statement and had much of the work based on what we thought the portrait of a graduate would be from our district until the pandemic became the most prevalent condition in our school system. The plan is reviewed at every staff meeting, principals meeting, cabinet level meeting and school board meeting that we had. And we will hold this same meetings from this point forward. While the plan did get put on the back burner for a while, we still met some very significant goals, including the development and

implementation of full day kindergarten, which now seems to reverse the declining enrollment to a certain degree. More important, though, is that full day kindergarten gives the time needed to improve academic and social skills for that grade level. Part of the strategic plan was the complete and open the city center. Since the building was completed, we have had record numbers of students come from other districts to participate in our programs and this is during a pandemic. Those are a district. Students bring funding with them, which helps student Hudson's students in our budget.

The strategic plan also has helped to develop long range plans to keep the other schools up to date with maintenance and equipment. Another significant aspect of the plan was to support practices and protocols for helping students with mental health conditions. The plan helped to secure a grant called Project Aware, valued at \$250,000. We have for five years providing 1.25 million dollars to address our most vulnerable students. After putting it in the strategic plan, we now have one to one computing for all students, and they're able to provide all teachers with their own laptops. This helps tremendously. When we have to have school remotely, there is much less of a drop in fidelity to our instruction when students and staff are forced to work from home. The plan also helps to make significant progress and the safety of all schools and students, including Alice Drills, Homeland Security assessments, security protocols in the building, an annual emergency operation, plans and budgets. This included safe doors for all classroom and communication options. In case of an emergency, we have a plan in place to keep the strategic plan current, relevant and viable by continually reviewing it for completed items and adding needed changes over time. We met with the original Strategic Plan team this summer and we'll have future meetings with the entire team to keep the spirit of that plan alive.

Superintendent Russell wrapped up his presentation saying, before I end, I want to express how pleased I am that John Beike was chosen as a representative of the Town on our Strategic Planning Committee. His humble insight in general, caring for what is best for students of Hudson was immeasurable. You definitely sent your best and brightest to help us out, and we're very appreciative of that. Thank you.

F. Fire Department Update

Moderator Inderbitzen recognized our next presenter will be Chief Rob Buxton of the Fire Department for their upcoming needs and beyond. Chief Buxton started off saying, Good evening. I like to take a moment to thank the members of the Board of Selectmen and the members of the Hudson School Board for the opportunity to present the state of the Fire Department in upcoming needs for 2022 and beyond. I have the privilege of representing a team of members of the Hudson Fire Department and being your fire chief. The Fire Department is comprised of 60 dedicated professionals who are well-trained and provide service to this community every single day. They provide an all hazards approach, providing fire and EMS services, building and life safety practices. We partner to provide public health services within the community and emergency management teams want to take a minute and recognize my administrative staff who gave me a hand preparing this presentation this evening. Some basic data points to provide for both boards. Operationally, the department responds to approximately 5,000 requests for service each year, some of them emergency incidents. Some of them are not service related calls. We provide approximately 3,935 emergency responses with 2,116 EMS calls being answered here in Hudson, 1,395 fire incidents taking place in this community. And then we also contract services to the Town of Litchfield for emergency medical response. For a total of 424 incidents per year. The operational

staff handles an additional 1,065 requests for service each year in your inspection services division that handles all building and fire, life safety practices, processes, 2,241 building permits.

Chief Buxton continued saying, each year, we represent 25% of the Town's budget. We are funded at approximately 7.8 million dollars each year, and we also generate a little over one million, 1.1 million dollars in revenue. So the Hudson Fire Department, engineering quality, fire, EMS, building, health, safety and Emergency Management Services. Why do we say engineering? I think that's an important piece for us to look at. One of the things that I think will be a common theme this evening is everybody presents is we talk about the changing of this community every year, the demographic shifts as we see new families come in and all the families move out or we see new industries come in and the scope of those industries in the service demand changes. So we're consistently changing the way that we respond and the practices that are being required of the members of the community of the organization. Our vision is to empower the organization with the knowledge, abilities and resources to meet these ever changing challenges. As I stated earlier, we are made up of 60 professionals. That's 14 paramedics. We have seven administrative staff that manage the organization. We have four members that are dedicated to the communications division or the dispatch center, you know, inspection services division comprised of five employees and you have 44 dedicated emergency responders each day that provide fire and EMS services in the community. Our values, organizationally, professionalism, respect, integrity, dedication and empathy, pride. Those are core values that we adopted in our own leadership and strategic session. And the mission of the organization is very simple. And I think if you think about what the fire department does day in and day out, we manage it in three words. We prepare, we prevent and we protect the preparation or the planning section of the fire department looks at all risk management practices, our infrastructure, community and human relations administration and budgeting and identifying strategic and organizational development opportunities. Prevention wise, you hear about our inspection services practices, incident review and fire investigation, and then our safety and health, the division from a protection standpoint, as reviewed, we provide fire, EMS, rescue, communication equipment and fleet operations. How do we develop this practice or how do we develop what the fire department does and how will the standards that we really approach? So when you look at the best industry standards for a public safety organization, you hear a lot about accreditation. And I'm proud to say that my public safety partner over in the law enforcement side, they've been accredited for several years. And I think that's an important practice that we strive to bring to the fire department. So we look at our fire based accreditation, international standards. We look at the NFPA, we look at our public health requirements for EMS through the CAS accreditation, and then we also look at the practices that we need to identify for inspecting all the building practices across the community. This is important and helps us identify our goals as we put together our operational and our operational budget needs.

Again, the Department is broken down into four major areas, administration building and life safety training and emergency management, medical services and operations. How are we funded and I think this is important to review, because I think this is where probably one of the biggest strategies that we've employed over the last few years, as I stated earlier, we make up 25% of the Town's budget. We were very fortunate to receive consistent efforts on the behalf of the taxpayers to support our program in an effort to try to keep our budget as flat as possible. We've tried to identify opportunities to leverage different programming. FY 21. We brought forward the revolving fund operation which removed the EMS section of the budget or the day to day operational pieces from the budget. So disposables medical training, ambulance's, those types of things that are now funded through the E.M.S. revolving fund, which the revenue comes in through ambulance billing, and we split that with the community where we receive 50% of that into that dedicated fund. We also manage five separate capital reserve funds that assist with apparatus, replacement repair and refurbishment, fire equipment and communications. In the last five years, we've also aggressively identified grant funding opportunities and we have brought in to over 2.3

million dollars in grant funds locally. What programming has that offset? So we have not had to put that into the operational budget, we've improved our hazardous materials, emergency response planning, we replaced 60 self-contained breathing apparatus, replaced the fill station to fill the breathing apparatus. And then we've also augmented grant funding to increase the available on duty staffing of firefighters in this community, utilizing the SAFER grant program. What are our initiatives as we move forward as an organization, we look to continue to develop our employees and in order to create a self-sustaining organization, I think it's important as we develop new employees when they come in, it's very difficult to recruit new employees to come into the public safety practices. But once we get our hooks into them, we want to hold on to them. We don't want to become a revolving door. So those practices are very important from collective bargaining agreements remaining consistent, but providing them opportunities to learn, get training and provide those services. So we look to create a self-sustaining organization, maintain a safe and effective workplace. The community has very generously provided opportunities for the fire department leverage improvements. We built a new fire station on the road that came in at less than 2.9 million dollars.

Chief Buxton went on to say, we've renovated the Central Fire Station. You've also supported the opportunity for us to stabilize our large fleet, which would be your fire pumpers and ladders and those support vehicles. So those are all important things as we look at trying to retain our membership, continue to identify opportunities for funding. How do we look at leveraging and keeping our impact on the tax rate consistent? We look to continue to try to find ways to provide effective service for a cost effectiveness rate, so as we watch the fuel go up, grease go up, costs of protective clothing go up sometimes in a, you know, 10 or 15 percent increases over the years. How do we continue to do that? We've leveled out through identifying preventive maintenance programs to make sure that all of the new devices that we're putting in place are maintained to meet the specifications and continue to support their most effective utilization. We continue to create an environment again to support the succession plan. We started to look at and this is the accreditation portion for our E.M.S. organization last year, and it was sidelined because of COVID the federal government, through their Medicare practices, created an opportunity or requirement for all ground based E.M.S. transporting agencies to go through a review with the federal government as they try to get medical costs under control. So that is something that we are working on continually now that is kicked back up and then look at the self-assessed annual four or five accreditation and continue to seek out more grant funding opportunities to offset our operational costs. We did it. Yet we do a gap analysis every year as a leadership team to identify opportunities that we need to improve on. We look at technology. We'll look at training and education. We look at our emergency services that we have any shortfalls. There was a new challenge that was brought forward and a new piece of equipment we need to purchase. What are the budgeting shortfalls that we ran over? Community risk reduction? How do we manage the risk of the community and how do we reach out to make sure that we're meeting the needs of our customers, both internally and externally? You know, last year we were basically sidelined for almost a 12 month period dealing with COVID. You had fire department employees that were working, providing emergency services in this community, one 24 hour shift and then for a 12 hour shift the next day, providing either testing or vaccination opportunities in the state can't be more proud of the members of the organization as they stepped forward to assist with those efforts. And that is important to highlight. The town administrator noted the partnership that was developed with the school district through the emergency operations center, and that effort was consistent for the entire time period. And nobody ever gave up. Nobody got fatigued and we kept coming back and driving the bus to make sure we're providing opportunities to keep the schools open and be able to make sure we keep the Town open and providing the services to the community. How are we going to look at going forward, where are our shortfalls and how do we need to look at things? The Town Administrator highlighted for you that there's a support staff contract that will be up this year. We have several we have support staff within the fire department. They'll be affected by this contract. So we're hoping to see a successor contract reached

in the Town to support that. We're looking to at the potential of bringing back our safety and health officer back. Approximately five years ago, that position was absorbed into the organization to provide the opportunity to open the Robinson Road station on a 24 hour basis. And then we obviously look forward to continue to move our strategic plan forward under the grant opportunities. And this is not noted on the slide, but under the grant opportunities. One of the changes that is coming forward, because this is fluid consistently the Assistance Firefighters Grant program is being redeveloped to identify opportunities for infrastructure projects.

So one of the things that we'll be looking at and asking the Board or recommending to the Board is they really look at our last emergency response facility being the Robinson Road station was built in the late 70's as a call station. And one of the renovation opportunities there, the opportunity would be in FY 24 to basically have a shovel ready grant project that would be submitted to the federal government and then hopefully receive federal funding and take that off the roll for the taxpayer and have that funded through federal grant funds. Obviously, looking forward to continue to move forward with our EMS accreditation and ambulance replacement program, continue to look at our standard of cover. And then FY25, as time continues to breeze by, we have tankers, one will come up for replacement and we'll have a refurbishment of our Engine one, which is one of our new pumpers approximately four years ago. So that will be up for refurbishment at that time. Central Station, as I stated, was renovated in 2016 and the new station was opened in 2018. This is just a brief snapshot of opportunities at basically the department is looked at and how we've created our shared vision and moving forward. I guess I'm going backwards. Just one slight, it's OK and basically look at creating a shared vision using the accreditation programs, the NFPA, the ICC, the CAS accreditation to create our environment to move forward. So I'll certainly be available for any questions afterwards. Thank you.

G. Police Department Update

Moderator Inderbitzen recognized Chief Avery who started by saying, thank you very much. Thank you all for having me here tonight. Before I begin, I want to recognize my command staff for my right hand men within the agency. Captain Dionne on to my left is my Operations Commander. In the back of the room is Captain Dave Cayot, who is in charge of our Criminal Investigation Unit, and Captain Dave Bianchi, who is in charge of our Services Bureau. So getting into the state of the Police Department, I really want to focus on our structure, our building that is in desperate need, as the Board of Selectmen and the Budget Committees have noted, a renovation here in the near future. And I will get to that in a minute. Currently, the state of our department is we are short one police officer. And if you look is what has taken place over the last year and a half here with the Mr. Floyd incident, it is becoming very, very difficult for my staff to recruit police officers, to find people, citizens, young adults, older adults, male, female, to want to enter into this profession. Why is that? Well, one, it's a thankless profession. We are always the ones to get the negative publicity. No matter what we're doing out there, no matter how many lives that we have positively affected, whether it's in the school, whether it's on the streets, whether it's at a motor vehicle accident, whether it's a domestic violence type incident, these incidents all become volatile. These incidents many times result in tragedy for families, for kids to see in the young adults out there just aren't willing to step up and take the oath to protect this great Town or the state. How we combating that? I have a staff that is led by Captain Dave Bianchi that is constantly recruiting. The Board of Selectmen have given me the green light instead of coming in front of them to ask to advertise when I have an opening is to constantly keep in, keep an advertisement out there that we are recruiting and looking for police officers in. Officer Rochelle McGowan and Sergeant Derek Lloyd, they're tasked with this. So now if the young gentleman or young lady departs from the military or decides after college they want to become a police officer, we're going to always give them the opportunity to take our test. Now, that test is not just a written exam and then you get sworn in as the Board knows, it is a lengthy, lengthy

process to become a police officer, to include a polygraph tests, psychological tests, physical fitness test, a very demanding interview with myself, with my command staff, with my detectives. And it goes on and on and on. Hopefully, something changes here in the near future with the state of what people look at us in uniform as, especially the law enforcement side. I can't say it any more plainly than this. And I have echoed this to my five bosses now for bosses that I am very proud of, every single member of my police department, both sworn in civilian every day they go out there, men and women and do everything possible to resolve situations without having to use force.

Chief Avery went on to say day in and day out throughout this country, we are given a black eye that we chose to use force or we're acting like we're gang members. That is completely false. Under my command, I can guarantee both the School Board and the citizens in this town, unfortunately, because of the incidents that have taken place, we have had to spend a great deal of money. We, the Board of Selectmen, have often authorized me to spend a great deal of money putting body cameras on my entire staff, currently the commanding officers in the agency. In this first line, supervisors are donning body cameras. You will see circles in all of our uniforms, shirts and the officers on the street that have the vest carriers over their uniform shirt. You'll see them within the next two weeks. Every officer on my agency will have a body camera on them, including myself. Why is that? Mostly to protect my staff and God forbid, we receive citizen complaints. It's going to be very simple for my commanding officers to be able to pull these videos and be able to review exactly what took place. Do I get a lot of citizen complaints next to zero throughout all the contacts I get? And that includes. For rudeness, for excessive use of force, for mishandling calls for service, they simply don't come into my office. Most of our internal investigations that we deal with are generated by myself, from my command staff or first line supervisors. Do we have them? Of course we have citizen complaints. But as I'm sitting here today and we're just shy of 19 and I'll repeat 19,000 calls for service with four months to go, that we barely have any citizen complaints. And for that, I'm incredibly proud. I don't have to stay up at night worrying about what my staff is doing out on the street. We have a great deal of checks and balances in place to ensure that the officers are doing the right thing. But honestly, when they leave the back door, the Police Department, I never have to worry that they're doing the right thing. I'd be remiss not to recognize the nine dispatchers that I have working in there. They are behind the scene, heroes, if you will. Nobody knows about them. They get very little publicity for the work that they do. But they are the voice, unfortunately, not the face, but the voice that every person in this community reaches when they call in for an emergency. They're coming. I don't know how they do their job because quite frankly, I could not dispatch. I'll be the first to admit it, the way that they answer their phones, run their computers, and most importantly, that calming voice talking to our patrol officers and our patrol supervisors as they respond to these dangerous calls for service day in and day out. Again, I would like to recognize the nine of them. They just do a tremendous job.

Chief Avery then explained, as Chief Buxton mentioned, we are a nationally accredited agency and we just received word yesterday morning we were supposed to have a very large onsite assessment coming up here in November. This will be our fourth, four year cycle. We get assessed every single year. They go through our files. But on the fourth year, they do a comprehensive review of everything we have done over the last four years. So that assessment will now be remote, but I do not believe it will be any less strenuous or stressful on my staff to go through. They never leave a stone unturned when they go through our files. Since I have been the chief of police and we've gone through two assessments now, we have not. We've had one thing returned to us to take a closer look at on one of our reports for the assessment crew. That is unbelievable, seeing they are reviewing over 400 different standards that we are mandated to complete and to comply with. That is a feather in Lieutenant Steve Maclean. His hat, he is my accreditation manager, is in charge of making sure that we stay within good standards with this accreditation. I know in the past, most people didn't understand what it took to be a nationally accredited agency. It is a lot of hard work and not just on Lieutenant Macklin's shoulders, but every police officer,

every employee. And we have 70 plus employees partake in this accreditation. Before I get to the building, I would like to highlight a unit that I started at every chance I have. I know my Board members understand this. I want to highlight my Narcotics Division that we started in July of 2019, excuse me, July of 2020. Twenty eight days after starting this narcotics unit, they seized over a 115,000 in a large quantity of marijuana from a nice drug dealer on Highland Street. These drug dealers in this community, I doubt they're watching, but I hope they are, we are coming for you, we will not stop. This unit works morning, noon, night, weekends, and holidays. It doesn't matter. They work under the command of Captain Dave Cayot because I'm addressing the School. We just took down another large methamphetamine dealer that was within close proximity to Smith School on Library Street School within the drug school zone where we have children going to school day in and day out starting next week. The gentlemen that run this that work in this unit worked their tails off for one year. Not only did we seize drugs, money, but six guns that were part of this operation. We will not stop. I will not stop. And I know my detectives and their commanding officer in the back will not stop. Methamphetamines have made their way to New Hampshire. Unfortunately, that's a whole new issue that we have to deal with day in and day out. Chief Buxton and his staff are going to have to deal with it with people overdosing on methamphetamines. It brings violence. The users become violent, and they are very much a challenge for us to deal with. I urge every parent in this community to stay in close communication with your children. Do not be afraid. It's your cell phone. It's your computer. Parents go through them, check their bedrooms, make sure that if there are any signs that your child may be going down that wrong path to get them straightened out. If you need help, please reach out to us. We have a victim, witness advocate, Jerry Cloutier that will do anything possible to make sure that these kids are safe. Thank you.

Chief Avery then went on to say, the last part of my presentation has to do with the construction of or the addition and renovation of our current police station. I know Diana LaMothe has taken a tour of our station from the very beginning. When we first started thinking about putting this edition on currently we were in a fourteen thousand square foot building. This building was supposed to be twenty eight thousand square feet when we first moved into it in July of nineteen ninety five after the Board of Selectmen appointed me Chief of Police, I put together a small committee Captain Cayot and Officer Rachelle McGowan, and we began brainstorming on how we were going to tackle this project. I am definitely not into construction. I don't know how to build. I know nothing about construction. However, we reached out to a company. We hired a company thanks to the Board of Selectmen called MRI, Municipal Resources Inc. They were instrumental in coming into my agency. We opened the door to them. They spent time interviewing employees. They spent time watching our workflow. They spent time in our detective division to see the close quarters that they're working under and wrote a very comprehensive report that you can find on the Hudson Police Department website. I urge you all to take a read. Going through the restructuring, go ahead, going this is as Mr. Malizia mentioned, this has failed twice before the voters. Both times it was brought before the voters. It was unanimous, unanimously voted on by the Board of Selectmen approved and the Budget Committee. It was also a complete consensus from the capital improvements plan to forward this as a top priority for the Town of Hudson.

As you look at our station, there's several areas of improvement. And I would like to highlight a couple of them. One of them which thankfully we were able to take care of this year was an emergency exit door put on our dispatch, on our dispatch center, the state of our dispatch center, as if, God forbid, there was a bomb or an active shooter inside my station or a fire. Our dispatchers had one way out of that building. So in order to fix that, we made sure we put an emergency door into that. If you familiar with our dispatch center, it's all bricked in. That was the only way out one door and that was into the interior building. They now have an access to get outside if they had to an emergency. But a couple of the highlights as our legal and records' division. It's not the enforcement side of our job, but all of the details in the records, in the reports that we are mandated by law to keep is to currently our legal division is spread out throughout our

entire building. I have a victim, witness, advocate, advocate down one end of the building. I have my attorney, his police officer, assistant and another part time assistant down one at another end of the building. And then I have my head lead legal clerk yet down the other end of the building with all the files, we'd like to get them all in the same room and work together. Our workflow. In fact, when they were here from MRI, they they kept asking, why is this lady, Lynn Hewitt, keep walking up and down the hallway with files all day long? How much time does she waste? You know, what time is money? Why is this happening? I don't have a choice. We have no room where we currently are. The evidence room we are coming to, we are full every time we become full. The detectives do a good job in purging it, but we definitely need another a second evidence room. Daily evidence is coming in and out of our station, the female locker room. It is unlike the male locker room and I believe Ms. LaMothe saw the female locker room. To me, it's repulsive. Is it clean? Yes, it's very clean. But the females do have zero privacy when they are getting ready for their shift. That is unacceptable. In my eyes, the males are a little bit different, as I referred to them before. It's kind of like a football locker room when we go in there and get change for our tour for duty, the females, when they come out of the shower, they are now in the middle of their locker room with zero privacy. We have water that runs out of their shower and runs right into their feet as they're trying to get their boots on in their uniforms on. Secondly, we are almost out of female lockers. If we were to hire another, we have two more lockers available. We're out of lockers for females and rest assured, there will be more females come into Hudson on the police department. We currently, I believe, have eight female police officers and we have a few that have tested recently that are in the running to be Hudson officers.

Roll Call has seats for six police officers to sit down and take careful notes. At any given time there could be fifteen to twenty police officers in our roll call room. Their need is to take notes from their sergeant and the lieutenant or my operations captain or one of my other captains that are given strict instructions and guidance on how we're going to handle certain things. They should not have to stand up and lean against mailboxes and take while trying to take careful notes. It is impossible to focus in there. We are in very close quarters. The overall security of the Police Department. I don't want to say too much with this, but the exterior is not protected by a fence. We have had several incidents of people coming to the rear parking lot where we have officers getting ready for their shift or they could be getting their will coming off duty and they are met by somebody in the rear parking lot. As we were getting ready and starting the preparation of putting the plans together for the building, a police officer was shot in the head in the rear parking lot of their department out west as he got ready to start his tour for duty. It is unacceptable to me that any member of my staff was one for civilian have to risk their life when they walk out of the back of my department because it is not secured. It should be unacceptable to every person that lives in this community.

To wrap it up, I just want to talk about the narcotics unit and why I mentioned narcotics earlier as they are currently stationed inside our detective division. Yes. Anybody that works in that division or works under my roof wholeheartedly, I trust with my life and dealing with confidential information, our narcotics unit deals with confidential informants in all types of investigations that need to be kept between the narcotic individuals, their sergeant, their captain and myself. And that is it. Currently, they are working back in the detective bureau with six other detectives. It is almost impossible for them to do their job without others finding out about their operations or what they're doing. It is for their safety that we need to keep them segregated. So that that is another major point. As you see the renderings up on the board, this shows a carport put on the side of the building to keep our cruisers covered, which will save on wear and tear, but more importantly, will save on our response time during the winter that we have to dig cruisers out. It takes us about six hours every time we have a major snowstorm to dig out all of our cruises, to get them all thawed out and get them ready to go out on patrol. This is an overhead view, as if you're facing the building. The addition would be back where the employee's park now will be to the west again, where

we're hoping to put on this edition in this year. We will be coming back in front of the Board of Selectmen and the Budget Committee to get this before the voters one more time. But again, the capital improvements plan indicated that this was a top priority, and I firmly believe it is as well. Thank you.

H. School District Update

Moderator Inderbitzen said, next we'll bring back Superintendent Russell talking about the upcoming needs 2022 and beyond for the School District. Superintendent Russell started by saying, so the School District give you for 2020 and 2021, as it was everywhere in all aspects of society, the 20 21 school year was a very tough school year for families and for staff. Given the challenges of the coronavirus pandemic, we strove to give our students the best education under these difficult circumstances that were presented to us. In the end, we were able to keep all pre-K through grade five students in school for the entire year, with the exception of breaks around Thanksgiving and Christmas. When we did go into remote learning, we had a hybrid model in which grade 6 to 12 students went to school every other day and had independent learning on the other days. We have since learned that monitoring local data and conditions more closely probably would have led us to bring these students back in full time sooner than we did on April 20th. As with our students, we learn from our mistakes, our mistakes to make better decisions in the future. During this year, we saw the importance of two major areas. The first was communication. We developed systems that improved communications to parents and community members that promoted transparency and information sharing. Information was shared that came directly from our involvement with the emergency operations center in town, which helped the ants answer the wise in our decision making process. The second major area in which we saw our importance was looking at the mental health of students, especially anxiety and depression.

So the School District give you for 2020 and 2021, as it was everywhere in all aspects of society, the 20 21 school year was a very tough school year for families and for staff. Given the challenges of the coronavirus pandemic, we strove to give our students the best education under these difficult circumstances that were presented to us. In the end, we were able to keep all pre-K through grade five students in school for the entire year, with the exception of breaks around Thanksgiving and Christmas. When we did go into remote learning, we had a hybrid model in which grade six to 12 students went to school every other day and had independent learning on the other days. We have since learned that monitoring local data and conditions more closely probably would have led us to bring these students back in full time sooner than we did on April 20th. As with our students, we learn from our mistakes, our mistakes to make better decisions in the future. During this year, we saw the importance of two major areas. The first was communication. We developed systems that improved communications to parents and community members that promoted transparency and information sharing. Information was shared that came directly from our involvement with the emergency operations center in town, which helped the ants answer the wise in our decision making process. The second major area in which we saw our importance was looking at the mental health of students, especially anxiety and depression. During these difficult times, we were not accustomed to not seeing some kids on a daily basis and had to relook how we can teach the whole child and not just focus on the academic side for the remote learners. I believe we were very successful in this endeavor and families that were very appreciative of these efforts. Remote learning is certainly not meant for all students. While some students found this method very successful and many did not, a lot of time and effort went into training teachers, providing hardware and software and

troubleshooting for families. Considering everything that was done with very little preparation time, we're proud of the systems we built to accommodate these staff members, students and their families.

As we enter a new school year, we're faced with many of the same challenges of last year, with strategies in place. To address those concerns, we will be basing our COVID protocols on local data and with local health and medical professionals. We will keep the mitigation efforts of handwashing, deep cleaning, some shields, staying out of the schools. If anyone is sick and social distancing when possible, we will start off with the school year with students who do not have access to the vaccine because of their age wearing masks. The students who do have access to the vaccine will be on a mask protocol based on the active positive cases in Hudson. If cases are low Hudson, positive cases 0-19, students 12 and older can be on a mask optional protocol. If the cases are between 20 and 49, the students would be on a mask recommended protocol. If the number of cases in Hudson are 50 or above all students would be required to wear masks that day. I understand that we're at 46. We also monitor the transmission rate in the area and if it is that high, we would automatically go on to mask required protocol for all students and staff. Our effort is to have no students wearing masks as soon as possible, but we cannot ignore the data to counter the effects of COVID,

Superintendent Russell then went on to say, the federal government issued grants under the name of ESA, which is the Elementary and Secondary School Relief Fund, and it's in three different stages. ESA one grant was for \$459,000 dollars and went mostly into the purchasing of PPE equipment and ventilation for the buildings. The ESA two grant for 1.8 million went towards efforts for remote learning, technology, software and academic reinforcement, summer scholars, as well as attendants and mental health efforts. Lastly, we had the ESA three grant that was for 4.2 million dollars. We were in the midst of using these funds now and have until September of 2023 to use them. The funds expended so far went towards filling in achievement gaps, mental health efforts, communication, academic support, as well as reducing class sizes. We have always prioritized school safety and continue to do so, seeing a deficit in some of our protocols and procedures and working with Hudson's emergency and safe. Staff, we asked for help with incident command training to ensure that school personnel are all well trained on what to do in an emergency. This includes emergency protocols and the chain of communication in authority on the ground in an emergency. The Hudson Fire Department and Hudson Police Department have been completely supportive in helping us shore up these areas. We also grateful for their contributions. We have also significantly upgraded our in school emergency communication by securing new communication radios and the necessary networks for them so that their communication during emergency is more reliable. We are in the business of educating kids and we'll always this will always be our primary focus. We are learning how to best implement full day kindergarten and have a year under our belt to make this important programming even more effective than it was last year. We have added to instructional coaches that give our teaching staff on the spot professional development to improve the pedagogy in all grades.

We were asked by the Board why some districts have higher student achievement scores than we do. Well, there are myriad of reasons that contribute to this. We found that very successful districts have instructional coaches and they help their teaching staff. We also have a team of three technology integrationists who help teachers and students utilize the improved technology network and infrastructure so they can make academic gains and be prepared for an ever evolving, evolving technology landscape as they enter to post-secondary schools, the military or the workplace. We're also introducing school schooling, which is software that serves our learning management system as our learning management system and communication system for teachers and families.

Superintendent Russell wrapped things up saying, the last topic I like to mention is our intention to have alternative to the high school to be available in January of the upcoming year. We have students who have a very difficult time managing the high school culture and who thrive in a small learning environment that is work related and competence and competency based for instruction. These Essar funds they're using as their funds. We will develop the school that helps these students be successful and partner with City Center for exposure to possible trade opportunities. This model is present in about eight to 10 schools in the state of New Hampshire, and we believe it would be very successful for Hudson's students. We certainly have our concerns this year. To the first one is that we do have a teacher shortage and we're finding it very difficult to find some particular content areas at the high school, math and English, to be specific. And the candidate pools are not what they used to be before. The candidate pool for an elementary teacher would be about 200 for one job. And now we'd be lucky to get 10 to 15 applicants and for elementary job. And it's even worse than the middle school in the high school. So that's one area that we need to concentrate our efforts on. We also do have some building limitations, but we have a committee led by Diana LaMothe, that's looking at all the problems that we have and how to address them. They don't necessarily have to be addressed by building new buildings, but we can certainly reallocate what we do have for resources and use our buildings a little bit smarter than we have been. The last thing this year, the current protocols are going to be difficult to implement with a divided and polarized community. I hear the concerns of people who feel mask's harm their children. And I also hear the people who feel that their children would be in harm's way if they were going to school without masks. This is a long and hard process that we have to work through together, and it's something that we'll be working on throughout the whole school year. Thank you.

I. Town and School Long Term Capital Plan Overview

Moderator Inderbitzen again recognized Town Planner, Brian Groth, to present the Town and School long-term capital plan. Mr. Groth started off this portion of his presentation saying, Thank you. Board of Selectmen, School Board for giving me the opportunity to present on both of these topics tonight. So this might look similar, so let's table of contents, this presentation, these slides will address a basic overview of what the CIP is. CIP stands for Capital Improvements Plan. We'll discuss the process we went through, key findings, and then we'll see a series of tables that are essentially the end product of the study. So the CIP is enabled by these sessions. It's as I mentioned before, it's a prerequisite for collecting impact fees and it has a relationship to the master plan that sort of give and take. So the master plan is a prerequisite for the CIP, but in turn, they should update one another. It's intended to take an inventory of all the anticipated capital needs in Town, to recommend a funding schedule that sort of would mitigate any sort of fluctuations in the taxpayer impact. A term we use as a conceptual budget, because it's and I included this image of runners racing, because it's you're trying to take a snapshot of a moving target. It's, again, going to be a living document. It's something that needs to be updated periodically because things change year to year. And this was adopted in the fall of 2019 by the Planning Board. And you'll see towards the end, things have already changed. So we had a Capital Improvements Committee consisting of members of the Planning Board, Board of Selectmen, a Budget Committee member, a member of the School Board, and then a member of the general citizenry. And that's the structure of the capital from this committee. It's a little different. And I had a Diana LaMothe. I know you weren't officially on the committee, but she did attend quite a few meetings and was helpful in the process.

So what's the goal again, is anticipate the future impact of these future capital projects and try to recommend a funding schedule that mitigates that so you don't have a major spike year to year. The types

of projects that go in here are non-recurring expenditures, as a project or facility with at least five useful years, has to be at least \$50,000 dollars in cost, and it does not include vehicle replacement. So this we collected this data again in 2019 for fiscal year 2020. We had six departments report 19 projects, and I'll touch upon those. And for the purposes this presentation, I'll just kind of touch upon each briefly. The Benson Park Committee submitted their needs, the Hazelton Barn roof repair. The idea there is to fix it before it gets worse and becomes more expensive. There's a kitchen building roof repair with which had some snags with the Division of Historic Resources and the requirements. Engineering oversees the improvements and rehabilitation needs that we have for our basic infrastructure. So as Mr. Malizia spoke upon earlier, the Twin bridges, Taylor Falls Veterans Memorial Bridge, that is a partnership happening with Nashua that was identified by this Committee but we had been anticipated as it was. There's a few culverts that run underneath roads that are big enough to be considered bridges that require rehabilitation. And then we needed some additional improvements to our traffic management system. Fortunately, those are fundable by our impact fee system. The Finance Department submitted the proposal to expand Town Hall simply to initiate the conversation of the capacity needs of Town Hall. See, that was the idea of this this particular sketch diagram. Is not the exact plan or the notion was to initiate the conversation. As Chief Avery had just discussed, the police station expansion project was identified by the committee as the highest priority in terms of timing, and I won't go through all that as Chief Avery presented the ins and outs of their needs, their. And the school department report a series of projects, capital projects for their needs, and some of them have already been accomplished and some new ones have come up. And Jennifer Burke was kind enough to share that information with me in advance of this presentation. I'll come back to that when we get to the tables. Sustainability Committee submitted an idea for an energy efficiency fund to use to fund energy improvements, lights and so forth. And then the savings of that are accrued from that would then be turned in to fund future additional investments.

The Town Planner went on to say, So in the back of the Capital Improvements Plan, and the document is available online and we can make copies if requested, the back is where you see the tables where each project is sort of identified with funding source and a schedule. So in the first table, you're going to see, well, that doesn't look balance at. All right. We have initial costs in 2021 at this point in the plan of 23 million. And then a few years down the line, you only have \$450,000. That is because the funding mechanism in which these projects would be funded would be some of them would be bonds, some appropriations, some are using our impact fee eligible. So this table illustrates that even though back in this table we see it looks like a very spiky financial impact when it results in is if you look to the bottom of this, that this is lowest sell there, it's in light green on the screen. Yes, like green, you'll see that actually does average out to about 250 dollars as an annual impact to an average single family house, and we base that upon the average assessed value at that time, which again, may change. But the end result. The point here is that by organizing these projects in this manner. Is it possible to achieve all of these capital projects while maintaining a level cost to the average tack to the taxpayer? And that is brief, but that's what I have.

J. Break

The group agreed that no break was necessary at this point.

K. Question and Answer Session

The question and answer session started off with the Moderator asking the Town Administrator to come forward again to take any questions. Neither the School Board, nor the Board of Selectmen had any questions for the Town Administrator.

The Moderator then called the Town Planner back to the microphone to answer any questions. School Board member Gretchen Whiting was recognized by the Moderator and she asked, So on your presentation. I don't remember what side it was, but it recommended that the Master Plan is done every five to 10 years. That's a very that's a that's a big range, especially when it's a living document and things change, as everyone here has stated, on a yearly basis. What is your recommendation? Is it to keep it closer to that five? Are we trending more towards that 10? What is your recommendation on where we should sit, where we are sitting within that timeframe? The Town Planner replied saying, my recommendation will be five years. Maybe even four, but you don't want to be revisiting it too often prematurely. You have to let it breathe and let it see the results. Also, if there's significant change over the course of a couple of years in the community, sometimes that speeds up that timeline. But you answer your question, I would recommend sticking to the five. Some communities wait when the state recommends that range. School Board member Diana LaMothe asked where has Hudson been sitting within that range in where, where or when was the last time that we have revisited this in whole as we are right now? Mr. Groth replied, I believe it is 2006.

Mr. Campbell was recognized and said similar question on the CIP worksheet and the tables you prepared, I just I found this information very useful for looking at both the Town and the School and what is the total tax impact. And I understand there's a cycle and a procedure that you have to go through to, you know, get all these projects lined up and planned out. But every year there are changes that. Perhaps the worksheet can be updated to give taxpayers the total tax impact perspective Town in School because we have, you know, two separate ballots, but I don't want to create any extra work. But is this something that you would consider and you perhaps in your annual basis just for the dollar amounts?

Mr. Groth replied saying, yes, I think that the full process, like a full comprehensive update, is something that happens not so often. You know, there I'd say probably four or five years, which is what is recommended. But the general update, these sort of sort of easy updates, I think that's a great idea. And I do think it is important information for the taxpayers to have in their hands when they go to the voting booth in the past. That's a policy that was a practice that was used where there would be annual or biannual updates to the plan, instead of doing a comprehensive, you know, the committee process and so on, so forth every year. So, yes. Thank you.

Selectman Roy was recognized by the Moderator and said some of the stuff is sort of new, but has there been any analysis of how like the new infrastructure bill or the American Rescue Plan might alleviate some of some of those, those costs? Have we have we started to meld that together? The Town Planner responded saying, at this time, no, but it is well, let me put it this way, I expect to be presenting and describing the Capital Improvements Plan too, in that context, in the near future. OK, and I do think that I agree that this is an opportunity to alleviate some of the projects on this list. Selectman Roy then said, Ok, and then my other question is, I didn't see anywhere and I haven't seen in any of the Master Plan stuff

metrics to sort of see where we're going and where we are. Is that is that going to be part of the Master Plan? And then what would your recommendation be for the Board to review those metrics as we go on? Mr. Groth asked, so to understand the question, what kind of metrics would be...Selectman Roy clarified saying so so if we if we, for instance, and I'm just throwing this out there, are looking to expand Town Hall, you know, we're in the process. Are we going to go how often do we review where we are with that to get to our end goal? Those kinds of metrics? The Town Planner responded, well, in terms of the Capital Improvements Plan, I think, You know, Each individual project, I think, should be evaluated and in and tracked in a metric based. While the Capital Improvements Plan kind of just tracks the movement of all projects with the Master Plan. The various metrics that we have available are really sort of as data that indicates what's trending in town, whether it's a certain population growth, a certain housing, you know, certain housing trends. There's also all those sorts of trends in the Master Plan. And those are used to sort of project out or make best guesses on, you know, use that information to best direct the community.

School Board member Ethan Beals was recognized and asked, And implement any specific asset management type of Programs when looking at long term infrastructure needs in terms of roads, bridges Or really any other Infrastructure needs. Mr. Groth replied saying, I would have to defer to the Department of Public Works Engineering Department for that.

Chairman Gasdia was recognized and said, thank you so guys, and thank you, Thank you for doing this. Great, great presentation really from everybody. Two questions. One on the Master Plan. I know we just go into the planning board next week to start the process, but it seems like when you talk to citizens, one of the big questions is, are we looking for Hudson to stay the same? Are we looking to slowly evolve, quickly, evolve like is the Master Plan designed to sort of say we want to stay the Hudson, you know, today or here's where we're going? Is it going to, are we going to lean more residential, lean more commercial? Is that what that's going to try and answer? Or is does it, this is where we want to go. But ultimately, what happens?

Mr. Groth replied, No, it's the first option. Not that whatever happens when the planning, after all. Well, that's what that's what I'm that's what I'm hoping. So the public input and that's where we get some or a lot of that feedback is through the public outreach process. And if you go on our website, we do have the summary of that of those results on the Planning Department's webpage. If you go to the Planning Department and Master Plan, you'll see a link for the 2019 results. You also find that there's a lot of different opinions on various topics, there's not consensus on all topics, so you try to find areas where there is consensus and promote that, where there's areas that are not. There's a lot of disagreement. You know, you tend to handle it a little differently or you identify various alternatives that may or may meet. Somewhere in the middle. Chairman Gasdia replied, Great. So that's what I was hoping you were going to say, because I think the important part of all this is that, you know, I think it's important that as citizens we really watch this because in order for that Master Plan to come to life, I would imagine we need you're going to recommend zoning changes or whatever the case may be. And then when I look at the Capital Improvement Plan, this is a fantastic plan because it keeps everything in line, but then ultimately it becomes up to the taxpayer. So when something fails, so the Police Department fails in 2021, we put it on 2022. Does that require sort of a shift of everything? Does everything move out? How does that work? Does that sit back with the Capital Improvement Committee or is that the Planning Board like because this is a great plan, assuming everything passes. Mr. Groth responded, All right. Good question. It doesn't shift everything because the schedule, this plan and there's so updating and, you know, taking projects off that have been accomplished or adding new ones. That's, I think, more of a chewable chunk, whereas. Readdressing the priorities and all things in context with one another really should be undertaken during the comprehensive revisit.

The Moderator called upon Superintendent Russell to come forward to take questions. There were no questions from Mr. Russell from both the School Board and Board of Selectmen.

Chief Buxton was called upon by the Moderator to come forward and take any questions. Chairman Gasdia was recognized and he said, Chief Buxton, I actually have two sort of unrelated but they all fall under you, so lucky you. One is, you know, school safety is a huge thing. We heard the Superintendent talk about it. We heard, you know, both you and he mentioned that we have a good partnership from your perspective. I know we we've done a lot of refresher on risk management training. Is there something that we should really be looking at in the future and really like what's the next step with that? Is it just working together better or is there something specific that we should be thinking about?

Chief Buxton replied, thank you for the question and I am going to try to not step in the political mud, so I'll try. That's my next try to thread the needle. So two schools of thought. I think one of the things that was identified over this past year that the School District has aggressively worked on is surrounding the incident management training. And that was a great partnership between public safety, the School Board and the School District to get that accomplished over the last few months. I think as a community, you'll see us identify additional opportunities to leverage new training opportunities you'll see as this morphs. Right. I think, you know, some 30 years ago, if you told me we would be managing a pandemic, I don't think I would have believed that. But, you know, I used the phrase over the last 18 months that we're flying a plane and building it at the same time. And, you know, I think stuff needs to be applauded for the fact that we were able to think the way we were moving forward over the last 16 to 17 months. But that also identifies opportunities for us to leverage different strengths and weaknesses between communication efforts and planning and, you know, opportunities to leverage different skill sets. And that's been an important piece. The second comment I would offer you is that I think another project that I would applaud the School District for looking at this past year that ties into the EOC on a global perspective from the community standpoint, but ties into the day to day practices at the school was the investment that they put towards the radio system. And, you know, we look forward to being able to leverage those new assets from an emergency response scenario and potentially even tie that into the 18 month project that we're dealing with on the Town side for the new public safety radio system on the Town side. So being able to leverage both of those projects to open up that communication piece. So a first responder responding to one of the schools actually has an opportunity to go to a channel and hear what is going on firsthand. It's going to be so vitally important from a public safety standpoint day in and day out. So those are the two comments that I would offer you on that just off the cuff.

Chairman Gasdia replied to Chief Buxton, thank you. And this next one, hopefully you can stay out of the political mud because I'll try. It's not supposed to be a politically motivated question, so I try and frame it correctly. So last year at this time, as you mentioned, COVID hit us. It hit us pretty hard. And, you know, your team and everyone else was absolutely amazing. But they were working 24 hours, 36 hours straight as we're starting to see a fairly big spike. I don't know what the top was before, but 46 cases is definitely up there. Are you starting to feel that strain? And is there anything that, you know, where is it just our turn that we're getting hit harder than the towns around us or something? Chief Buxton responded that's a great question and one that's close over the past few weeks. I think that the reality is, is that and I've used this term with staff multiple times at some point last year. And I'm not speaking here because I believe this community did a tremendous job keeping the government moving forward from schools to town hall to service delivery. It happened every day in this community. You don't really have to look far to see the municipal complexes that were closed and services weren't being delivered from car registrations to marriage certificates to, you know, those types of things. So that's great. But we identified strategies. And so when you talk about the impact of where we are case number wise right now, 12 months ago, we would have been, you know, candidly, we would've been freaking out about 46 cases from some. You

know, the but the opportunity has been there for us to identify strategies to move forward and openly, we've started meeting weekly and I don't know that we really advertise sometimes the good work we do, the school district and the public. You know, I've started talking with them now weekly and we've invited the town administrator into that conversation to kind of start saying, OK, here's the data points that we're looking at. And what does that mean? We need to admit to ourselves that we're going to live with COVID for a while and this is going to be around for some time. And those realities is that how do we continue to provide opportunities? Student experience? I have two young kids. And what does that student experience look like and how do we do that safely? And how do we continue to provide service to our customers? So we are exchanging information and those are from things that we've learned and we are utilizing strategies and we are identifying opportunities. You know, I can't identify the number off the top of my head as I sit here tonight. But if you think about the a number of vaccinations that in partnership we pushed out last year in this community alone to give opportunity, this past weekend, we had the vaccination van at all home days. We're just providing access. This isn't taking a political stance on whether we're pro vaccine or against vaccine or pro mask or not for mask the opportunities to provide opportunity and let you make that decision for yourself. And that's truly how we're going to approach this and moving forward. That seems to be the theme that the state is leading us down the path with. And we're going to provide those opportunities to continue to work together, to identify opportunities to strategically address the needs of the community.

School Board member Michael Campbell was recognized and said, So you gave a lot of a lot of numbers, quite impressive numbers when you were I was trying to write them down. I didn't do it justice. But one of the things that you went through, like the number of calls, the emergency calls, the fires, what? And you probably don't have the number. You probably do what was the percentage or what were the calls that were related to school versus related to residential or. Chief Buxton responded saying, unfortunately, I don't have that number. I apologize. You know, routinely, if I had to give you a classification, we probably provide more EMS support to the schools than fire response to the schools, which is really good from an infrastructure standpoint. Right. So, you know, but that's usually, you know, the sick people. Right. And that's what we do. So thank you.

The Moderator then invited Chief Avery to come back up to the microphone to take some questions regarding the Police Department. School Board member Diana LaMothe was recognized and said, Um, yes. I do recall the police station tour is very eye opening for the needs. Do you plan on having tours again this year especially? Well, I'm hoping that we don't have to, you know, have the COVID restrictions, the in-person tours would be. Would that be a possibility? Chief Avery responded saying, If possible we will have the open houses at the Police Department. We also did a tour, a virtual tour that courtesy of HCTV they put together for us that we put up on our website that anybody can see the interior of the building soup to nuts. You can find that on our website.

School Board member Michael Campbell was recognized and said, you said you were short one officer. I was just wondering how long that's been or if like if it fluctuates.

Chief Avery responded saying Very good question. So that one officer, we ran out of police officers in our testing pool. However, as Mr. Malizia and the Board of Selectmen have mentioned, we're in a default budget. So one of my strategies to overcome a shortfall in our budget was to keep one police officer vacancy for a period of time to offset some of the costs that we're going to accrued throughout this fiscal year. So hopefully in November will be filling that final vacancy.

Chairman Gasdia was recognized and said so two quick questions for you. Well, maybe not quick, but so the idea of a police renovation, the building's nice to me. It comes down to when I listen to you speak, especially about like the evidence room and the narcotics. Are these police officers able to really do their

job like and I know they're doing everything that they can, but, you know, if they had more space, could there have been a third drug dealer that you talked about? Well, I'm just saying I mean, I know like workspace. Sometimes if it's a tight workspace, you slow down. You're not as efficient as you can be. Do you envision being able to do more? Are you able to retain people better? Because, again, I think about a regular office space you have about office space. That might be enough. I don't want to go to bed office space every day. Like, is it actually impacting your work? Chief Avery responded saying It absolutely is. I mean, something as terrible as our computer forensics. He is the person that's working on that. And we work closely with I.T. and John Beike in the back of the room when we have horrific computer forensic cases. This person is now locked inside a I don't know, it's probably three by three room with monitors and having to research these computer cases. So is that the best work environment? Absolutely not. Is it the best work environment that my narcotic officers in their sergeant and their captain have to whisper or have to go to another part of the building to discuss their investigations? Probably not. The work flow is absolutely horrific in my legal division. Do we get the job done? We absolutely do, Mr. Gasdia. We do not lose cases because of legal loopholes that we missed dotting. And I are crossing the T's. However, is it it beneficial that my victim witness advocate shares a room with the Services Bureau? Absolutely not. You know, we're service based and we have victims, domestic violence, sexual assault, sex trafficking type cases that our victim witness advocate is hands on with these cases. And she needs privacy to speak to them on the phone, to speak with them in person. She currently doesn't have that. Obviously, if she needs privacy, she uses my conference room. So we adapt as we go along is the best way I can tell you. Do we do our job? Absolutely. And I don't want one citizen to think that, you know, we're not doing our job because of our building. That is not true or we wouldn't be nationally accredited.

Chairman Gasdia replied, Right. And I want to be clear. I wasn't I didn't mean to say that. I was just thinking, like you you're a public advocate right there. Yes. That needs to spend mind space to come up with a creative way to find some way to have, you know, a conversation as opposed to just having a conversation. Chief Avery said it's daily. Those types of things take place.

Chairman Gasdia then said The other question similar to what I asked Chief Buxton, and I think we have a really good partnership, from your opinion is a school what can we do better with, you know, where would you invest money? You know, Chief Avery replied to Chairman Gasdia's question saying, I think if you look at infrastructure is always, you know, can we do things better as far as our buildings? I think we're there. As far as security goes. We have trained with the school. We have worked closely with Ms. Muncie, doing drills, work closely with the Superintendent's office. And Mr. Russell will tell you we are constantly in communication, anything that goes on. And that's the buzzword communication. Anytime there is any type of issue at one of the school buildings or the SAU building, notifying us as quickly as humanly possible and confirming that notification was made to my dispatch center. Sometimes we have close personal relationships with myself and Mr. Russell. We have each other's cell phone numbers and Chief Buxton and the Board of Selectmen, but the key is making sure my dispatch center is notified if there is any type of emergency that needs a police response as quickly as possible, and that checks and balances, Right to make sure that that checkbox was checked off. Yes, indeed. We spoke to dispatcher Angela Allen and she is sending crews. All right. So communication is key. And one of the things that we do in the emergency services and I can speak for Chief Buxton is an after action report. So any time we have a major incident, whether it be an accident or a standoff or a major drug investigation or drug raid or a SWAT incident, we always do after action reports. And why is that important? Because we're not perfect and nobody's perfect. We're all going to make mistakes. And we go through and debrief every single person that was on duty during those incidents to see how we can do it better. But you can't have thin skin. Listen, we're going to we're going to tell you how it is. And if I'm in at that scene and if I made a mistake, I expect a police officer, a captain, a sergeant, a lieutenant to tell me, hey, chief, you could have

done that better. That's OK. Right. So debriefing any type of incident. And again, sit down and have candid conversations, throw rank or titles or positions out the window when it comes to debriefing, we need to make sure we get it right in. And I think that's important. Again, communication between the School District. We have the three SRO's in the schools. Hopefully we get them back in the schools in September, constant communication without hesitation. Call the department and we will respond. And if we need 20 officers, we will have 20 officers there.

Ms. LaMothe was recognized and said, Old Home Day Saturday, I had an opportunity to speak with Officer Downey and he is in this area at Hudson Memorial School. And of course, he had Haven, the support dog with him. And I think it's just fabulous, the benefit that she brings to students, especially at this time, you know, talk about social emotional health challenges. And I know that Haven also serves a lot of the police needs, you know, victim support and all that as well. And I just the question kind of came up in my mind, would you consider having a second support animal? And I also just realized that the cost of Haven is not in the budget and it's just strictly fundraising that's supporting him. And there's such a need for this. Is this something that can be considered as a new budget line item for fiscal year 2003? Chief Avery responded saying, It could be considered in the future. You know, one of the hidden cost of having Haven is having a cruiser that's you know, you got to put a cost on that cruiser at thirty four thousand dollars before it's marked up and before all the equipment. So we can have officer, I can't expect one of my patrol officers to take a cruiser that had a dog in it, like our canine, the police canine, not Haven, but the other dog. He's the only one that operates that car. Right. Just because you have a dog in there, it gets wet, it smells what have you. And so there is cost to have in Haven. But her work and Officer Downey's work far outweighs any cost that that has been accrued on the Police Department. And we can look very closely at Memorial School, disorderly students, kids acting up that we had at that school prior to Officer Downey getting in Haven and his relationships that he's built with these children because of that dog. It may not like Officer Downey, but they do like it. And that's very important.

Miss Whiting was recognized and said actually between the Chairman and Vice Chair LaMothe, you brought up the School Resource Officers. So my first question is, is how many are out there? And you've mentioned three, but how again, the interaction with those resource officers in the school with the students, but then those resource officers within the department, how is that relationship back and forth? Because they spent a lot of time at the school versus how much time at the station interacting with the other officers? Chief Avery replied to Ms. Whiting saying, that's a very good question. So the resource officers, because a COVID. This year and over the last, I guess, 18 months or so have been reassigned back to the police department. The officers are all seasoned veterans. The least senior person is Officer Marabella. And I believe he's been with us close to 10 years. So a very senior officer knows what he's doing. But all of the SRO's get returned to the patrol division in one shape or form or another during the summer months. So they're around our building. They also check in in our building every day and attend most of them attend the morning roll calls. You mentioned the three SRO's, and if I had it my way, I would have five SRO's. I would have a police officer in every school, every time those doors are open. When you had faculty or students inside the school, I think that is a future coming here in Hudson. And whether it's myself or another chief of police sitting up here, you can't put a dollar sign on the safety of our faculty, especially our children, making sure that they're safe every time that they go to that school. So I would like to expand that program moving forward. Thank you.

Selectman Morin was recognized and he said, we talked about it a little bit, but I think we need to get out there, you talked about the Floyd case and the cameras and things like that, but he probably should bring up the cost of that program in the recurring costs that that is because that's going to be a large expense

for taxpayers and what you had to go through this year just to purchase them. Chief Avery answered saying so we saw early on within probably about a week, excuse me, of the Floyd incident that body cameras were coming down the pike for all of law enforcement throughout the United States. Captain Bianchi was assigned immediately, started researching in development the body camera company we went to. It's not just a GoPro excuse me. These are very high technological pieces of equipment that we went with called Utility by Body Worn. Are they cheap? No, they're not cheap. So we had to sign a contract and don't quote me on the price, but I believe it was \$393,000 dollars for a five year contract for the body cameras. Because of the urgency of America wanting police officers having cameras day in and day out I made a decision to purchase the first year payment of \$90,000 dollars out of my drug forfeiture account, which did not affect our budget and did not come from the taxpayers. All of that money in that account is courtesy of your local drug dealers that when we confiscate their money and get forwarded over from the court system. So that was the first payment myself. Steve Malizia, the five Board of Selectmen and the Budget Committee, had budgeted money moving forward to replace because there's a payment every single year and I believe it drops down the second year to \$70,000 dollars for the next five years. And we're in a default budget. So how am I going to overcome that \$70,000 dollar deficit? Mr. Campbell asked the question about the vacancy. Well, one of the ways we're going to do it is we're going to make up some of the money and vacancy. More importantly, I had to discontinue purchasing police mobile radios, portable radios, newer radios for our police officers because I had \$64,000 dollars in there to purchase portable radios. Some of that money was used. \$8,000 dollars of it was used to buy new radios for the cruisers as they're 18 to 20 years old and they're not working properly. So I've been in this process with the Board to cycle through all our radars. So that \$56,000 that I allocated towards the portable radios for police officers is now going towards the body cameras that we're going to find the money to pay for the body cameras we have to wear under contract for the next five years. So that default budget really put a hindrance on me as far as making the payments. It's a very, very expensive tool that we have. Most of it is because it's cloud based. The price just keeps going up, up, up. As we sit here today and again, the IT department could tell you why and how and when. When I was first introduced to the cloud, I looked up. It's past me, but Mr. Beike has been instrumental and Lisa Nute in educating me on the technology. And again, my captains have done a great job. The body cameras that we chose is at the top of the line. It is the top of the line. And the reason why I went with that route is for officer safety reasons. I won't get into all the details, but these body cameras will be able to tell me if one of my police officers is down and exactly where my police officer is down. God forbid that happens. So there's a lot of safety mechanisms that went into the purchase that we made.

Ms. Whiting was again recognized by the Moderator and she said so speaking of the body cameras, you did mention the fact that you were looking and I don't remember the timeline, I think within the next year to make sure that every single officer has a body camera on them. Now, that will be happening within the next week and a Half, OK, the next week could be even sooner. How when the school resource officers go back to school, how will that? Chief Avery replied, yeah, there's a whole policy that's already been written on the body cameras. They won't be walking around the hallways with their body cameras on. That will not be happening. If this turned into a response, an incident, a fight, God forbid, a gun call or what have you, the body cameras will be activated at that point.

Chairman Gasdia was recognized and he said yeah so just a follow up sort of to the SRO's and Haven. So right now, all the SRO's that entire burden financially falls to the police department, correct? Correct. So have we ever and maybe it's impossible we ever looked into the possibility, if you think as the police chief, hey, it'd be great to have two more. And again, this wouldn't be a 2021-22 thing. But if that's in your plan, is there any mechanism to share a cost or does it have to be on your burden? Well, right now it's funded through donations, right? So officer has taken that program. There's really no secret why Officer Downey was given that dog over some of the other employees I have. He fits the role of having the

comfort dog with him, his personality, his willingness to work a lot more than eight hours a day at night attending functions, his relationships with the kids, his coaching. He's just a phenomenal asset to myself and my staff down the road. There could be a way to shift the cost over a split, the cost to have another comfort dog. I think right now having one is a good number to have. Again, not all the officers want a dog with them all the time. We you know, and that's tough to find somebody that's going to be dedicated because the training that goes into that animal is astronomical to be able to do with what Haven's able to do. Chairman Gasdia then said Yeah, I was thinking more on the five SRO's, in that you said if you had your way, you would have five SRO's, which means one in every school. So you would that sort of your vision. But you don't have it in your budget at all. We Haven't we haven't talked about it. So I don't know if it's, I'm not in a position to say if it's a good idea or bad, but is there any mechanism that you know of or does it have to fall, the burden has to fall to you? Chief Avery replied saying, well, that would be up to, I believe, the Board of Selectmen and the School Board and Town Administrator and the Finance Department to figure out how that would happen. I would have to defer to them. I, I would think there would be a way to have the offset of the cost. But as you know, it's you know, it's pretty expensive to hire one police officer, Chairman Gasdia replied, But it might be something worth at least looking into the feasibility of it. If our Police Chief is saying he thinks it's important, if we come to the same conclusion, then, you know, we want someone to look into. Chief Avery said it would be something that would probably have to go to a warrant article for me to expand my. Chairman Gasdia said of course, of course. But I think it's, you know, as the, as the Chief of Police, you're saying this is what I, I if you you had your away for the safety of the schools, this would be something you would do. I think it's something we need to at least, you know, think about and have a conversation about at some point.

L. Closing Remarks

The Moderator said I'd like to turn it to the spirit of cooperation. The School Board asking questions of the Selectmen and the Selectman asking questions based on the presentations tonight what you what you think would be in a spirit of cooperation, how we could move forward with that. And so I'll ask the School Board if there's anyone here on the School Board, have a specific question or comment that you'd like to make to the selectmen about this process. Or one of the things that came, one of the items that came up in the discussion is degassed. Chairman Gasdia said you know, I just again, I want to thank all the all the presenters. And I just think something like that last piece of conversation there, I think is something that we want to at least raise up. Right. And whenever it is, whether it's Chief Avery, Buxton, the Superintendent, if one of us is feeling the burden and the other one has it, I think we should at least explore the idea of, you know, where can it go? Because I think, you know, we've talked previously about how I know Mr. Morin, you've talked about it a lot, the safety of the school. When something happens at the school that bleeds over. Right. That that automatically involves the fire. It involves the police. And so I think if we can find mechanisms where we can we can share and, you know, communicate. But I think that would be that would be really good.

Selectman Morin was recognized and said I agree we've made some great headway in the last couple of years between the two boards, I personally think our next step is the two boards need to get together as boards and come up with a subcommittee to sit down and take a hard look at working together, buying supplies, electricity. I know some of the stuff we've already done, but I think that's our next step and that's where we're going to save the taxpayers money is teaming up and purchasing in large quantities Instead of all searching doing our own thing. We can have one storehouse per say with all the same supplies. We basically use the stuff. I understand you guys use them different than we do, but if we can buy in bulk and get it cheaper, that's where we're going to make out. And I really believe that's the next step that we need to take between the two boards.

Chairman Gasdia then said Yeah, yeah. And I just want to repeat a comment or question I had earlier for Brain Groth. That CIP spreadsheet was such helpful information, and especially if it was brought down not to just what is the tax rate impact. It's well, if you have a \$300,000 dollar home, what does that mean for you? You know, what's that cost per year? And I think communication is a common theme that keeps coming up is how do we get that information out to the public? And I know there's been work trying to get more voter turnout at the polls as well. So I do see working together to get information out to the public is a great effort that we can team up on. And yeah, and it's we I know we all we have our individual goals in a school district is very different from the town, the police, the fire. But we do want to, you know, do what's best for the citizens of Hudson and work together on that.

Selectman Morin said, we all know that losing the Town newspaper was huge and that's where it came from. And I do understand I have limited information, but I do understand there was some discussion somewhere within the school system to get some type of paper moving again and that we need to sit down with you guys. Maybe the Town and the School District can work together to kind of put something together and get that going. Like I said, I heard very, very minimal information. But I understand that they were looking towards that and I was very interested in that. Maybe something we should look at also.

Ms. LaMothe responded to that saying, one comment that I'll make this an inspiration. Excuse me. It's in relation to Mr. Gasdia and his comments to Chief Avery. I think that that's a great idea to share in the cost of if it's the SRO's and whether or not they have to get comfort dogs for the other schools as well. I mean, that cost should be shared. And I think that if we have a conversation with Mr. Malizia and the finance director, we could probably come up with some idea of how to accomplish that. But I think that's a good idea.

Chairman McGrath was recognized and closed saying said, I think that this was this was a really good effort and we've learned a lot of information and we can go back and review it because it's all on tape. And if we think that we misheard something or something was misstated, that we can review it. But I'd also like to complement our Town staff, because I think that Hudson is very fortunate in all of the employees that we have. They work very hard for the Town of Hudson, the Police Chief, and the Fire Chief, all of the all of the support staff that goes along with that. We've got a Public Works department that plows, our roads, picks up our trash, make sure that it's done. And they were all working under this default budget this year. And that was very hard, they had to readjust some of their priorities. And they were priorities for the townspeople. They weren't for them. They didn't need that. So I think that they need to be recognized and I'm just going to. One final comment. I'm going to speak on behalf of the Police Department and the need for the expansion of the police department, they've needed that for much longer than just the last two or three years. They've needed it for many years. That was under built. I don't know who was on the Board of Selectmen at that time, but they decided to cut down on the expansion of what they really needed. And so now we're living with that. This department is living with that. And I think that we have. Listen, I've lived here all my life. I've lived through the times when the Police Department was not what it is today. We have an extraordinary police department. They do much more for this town than I think anyone realizes. So I'm going to speak on behalf of them to try and get them that expansion that they really need. That's all right.

Chairman Gasdia was recognized and closed saying,
Yeah, so I'm going to echo Chairman McGrath that everyone in the Town, everyone that you saw present tonight, that doesn't just happen, right? I mean, this was this was not let's call folks up on Monday and show up on Wednesday and do this. So a real great amount of effort went to the presenters. A lot of people in the background couple that we have to call out. You know, we asked our Moderator, Mr. Inderbitzen, and that was deliberate because we decided early on this was not going to be the School Board inviting the Board of Selectmen or the Board of Selectmen and inviting the School Board. This was

the Town together. And so Mr. Inderbitzen I want to thank you for that. In an act of cooperation, Jill is taking notes for minutes for us over there. And thank you for that. You know, obviously, both of the Boards we mentioned, Terry Wolf, Gail Porter, were very instrumental in putting together an agenda. And again, all the people in the background. And I thought the discussion was great. But there are a couple of action items that did come out at the end. I think Mr. Morin's idea of creating a subcommittee, a couple of people on each board get together. We don't want to let that go. I'm going to add that to our agenda for our next meeting. At least start that discussion, because ultimately that's what it's all about, right? Let's find little things. We're not going to solve the world problems, but if we can find those little things, then this meeting will be great. And so hopefully it's we did this. Maybe we'll do it again. Again. Jim McIntosh, thank you very much for the cooperation. Really do appreciate it.

Moderator Inderbitzen said

So in closing, I would like to thank both Boards for this opportunity to moderate this meeting, which I hope that the public and those viewing at home have a better understanding, a little bit of the intricacies of how our town and school district operate. Matter of fact, I think should be assigned to every citizen that they should read the Master Plan and the CIP, because there's so much information in there that everybody in fact, the copy should be given to every new selectman and School Board member to have to read because there's so much information in there and it's updated periodically. And although they are separate entities, the Town of Hudson and the School District of Hudson, they operate in the same boundaries and for the same citizens. So thank you to the HCTV for doing this audio visual today. It was great. They always do a fantastic job and to making this meeting available to all the residents of Hudson. So good night and thank you very much. And stay safe.

The moderator adjourned the meeting at 8:42p.m.

Minutes Transcribed by Jill Laffin, Executive Assistant to the Board of Selectman
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