



## HUDSON, NEW HAMPSHIRE BOARD OF SELECTMEN

### Minutes of the December 9, 2025 Budget Review Meeting

7:00 PM

Board of Selectmen Meeting Room, Town Hall

**\*Non-Public Session pursuant to RSA 91-A:3, (a) & (b) beginning at 6:30 p.m.**

Regular meeting will begin immediately after Non-Public Session

1. **CALL TO ORDER** – by Chairman Dumont the meeting of December 9, 2025 at 7:15 p.m. in the Selectmen Meeting Room at Town Hall.

Chairman Dumont: I'm going to call the order of the meeting of December 9, 2025, at 7:15 p.m. in the Selected Meeting Room at Town Hall. All motions made tonight before the regular scheduled meeting in our non-public session will be read into the record at the end of this meeting.

2. **PLEDGE OF ALLEGIANCE** – Police Chief Cayot.

3. **ATTENDANCE**

**Board of Selectmen:** Dillon Dumont, Bob Guessferd, Dave Morin, Xen Vurgaropoulos and Heidi Jakoby.

**Staff/Others:** Town Administrator – Roy Sorenson; Police Chief – David Cayot; Deputy Fire Chief – Francis Enos; Tax Collector – Christine Strout-Lizotte; Executive Assistant – Lorrie Weissgarber.

4. **PUBLIC INPUT**

Chairman Dumont: For public input, at this time, does anyone in the audience wish to address the Board on any issue which the Board has control at this time, please state your name and address for the record. Come on up.

Rita Banatwala: Hi, I'm Rita Banatwala. I live at 29 Fairway Drive, Hudson. I have just like some generic questions and things. I was on our Town website and I went to the New Hampshire Municipal site looking for job descriptions or role descriptions because we want people to get involved. We want people to be running for different positions or be appointed in different positions or whatever in our Town. We're trying to get people to be more active. I think it would be helpful if we could find the descriptions of the different roles or jobs. I searched and I can't find them. I can find some for the Chair of this Board and for generic members. All I can find in the bylaws is members are supposed to show up for the meetings, if at all possible, all the time. But if we could get a description of the roles, I think that would be helpful in general and help us find it. I know organizational changes took place over the summer, I think it was, and there were like department org charts that went out. Also, if we could get available overall organization of what does the Town of Hudson's government look like. Yes, we have our Board of Selectmen and we have our different boards, but how do they operate? What's the interrelations between them? I think that would be helpful on getting more people involved and wanting to do things to help support our town. So, I think that would be a good thing. So, I'm asking, can we get any of that? So, look at it on your plate. Because looking at the Selectmen duties, yes, attend the meetings and charge Water and Sewer Commissioner, Board of Selectmen, evaluating job performers, Town Administrator, but that's about all I could find and that was from our bylaws. Another thing that I'm wondering about is there's been lots of development going on in the past few years in the Town of Hudson. There was on the ballot last year a proposed infrastructure study trying to find out what do we need for the town services and different things. And I know that failed because there was no money to go behind it or whatever. But we still need to do that. We need to find out what do we need. Because before, I know when the Amazon/Target/HLC thing was going and presented to the planning board, the Chief of Police and the Chief of Fire said we didn't need any more. We needed the fire truck and that needed to be manned, but that was like it. And now we have the request and we know from calls and everything that we have a demand. What is causing that demand? Is it in the Town of Hudson? The population in the Town of Hudson hasn't grown very much over the years. The surrounding town's population has grown. Can we solicit other towns to help us with some of this funding for our services? I don't know. I'm naive on this stuff. I do not know. But we need a study to find out what is it that we need with all this new development going on. How are

we going to keep functioning? Because it's just going to be jams, traffic jams, injury jams. We have a problem. You know, the fire gets pulled out, gets pulled out. We have to rely on other towns to help bail us out. That's been happening a lot lately, or it's been advertised more. Maybe it's been happening for a long time and just advertised more. That's a possibility. So, all of that going on. And then also, while I was looking around on the sites, on the municipal org site is a code enforcement workshop. I think we should strongly encourage some people to attend that this spring. It's not until spring, but in the spring, because there's a lot of zoning violations going on all over town and nothing's enforced. And since you guys are the overseeing board, at least that's the way I look at it right now, since I haven't seen an org chart, overseeing board of all the boards of the town of Hudson, I'm bringing the things to you guys, because it's the planning board, you can't talk about things that are going on there. So, you guys are the lucky ones to get me. But again, if we could enforce the things that we have in place, that might also help our town. I know there's a lot of things I see every single day, oh, that's a violation, that's a violation, that's a violation. But we don't have the manpower. But again, that goes back to job description, maybe we can get some more people involved to help out with some of these things. Because I do appreciate all the time and effort you guys put in on trying to keep things running and get going on that. And I'm grateful for that, because I don't have the time. But anyway, that's what I wanted to share and try to get things stirred up a little bit. Thank you.

Chairman Dumont: Who's up next?

Jim Dobins: Merry Christmas. I hope everybody's having a good Merry Christmas season. I'm starting to get in the mood. Jim Dobins, 4 Eagle Drive for the last 45 plus years. I'd like to comment on our current tax situation in Hudson. I'll focus on the town segment of my taxes. But I also have a comment, if we had a school board liaison today, I'd make a very brief comment to them as well tonight. But I'm going to make it anyways just to make it public. I have a few facts to share and then a few questions I'd like this board to contemplate over the next few weeks. First, my town taxes are up 95% in the last 10 years. They're up 45% in the last five. That's a 7% annual CAGR. My school taxes are up 94% over the same period. So, the town has done a good job, I guess, of exceeding the growth rate of my taxes beyond the schools, which kind of surprised me when I looked at it. \$1 in 2015, which is the year I based this data off of, \$1 in 2015 would be worth \$1.37 today, which is a 37% increase. So, we have a fairly large gap. And I understand there would be a gap because we're going to have salary increases and other things that will come into play, but I think a 95% gap to a 37% base is fairly large. My understanding this year is that the town is using \$1.3 million in cash reserves to lower the tax impact to the residents, which I'm sure is greatly appreciated by everybody. But is this for a one-time expense, or is it for operational costs? One simply kicks the can down the road, and it's for operational costs. You're just kicking the can down the road, and you have to make that up sooner or later. The town's population in the last 10 years is up 3.2%. Over the last five years, it's up 1.6%. Just over three and a half years ago, in a town meeting that we had, I don't remember if it was a Board of Select meeting or a planning board meeting, we had all three department heads, police, fire, and DPW. We were asked if all known development, we're in the midst of the Amazon discussion, moving on to Target afterwards, if all known development would impact personnel, facilities, or equipment needs, as well as the number of calls. Each did say no. We would be at a minimum. In fact, fire chief at the time, Buxton, specifically said he did not foresee any need for additional personnel, even when facts were being called out that we needed a minimum of 8 to 10 new firefighters just to meet the base growth impact needs that we as residents saw. The police chief called out that they reviewed the industrial park as a base point and a baseline. And that more calls would not be increased because of it. DPWs basically said the same thing, unless the town added more roads that they had to pull out. The Target site, as another fact, was to be providing \$5 million in taxes to the town by 2026. Well, we know that's not going to happen, and I believe the baseline right now is going to be about \$1.8 or \$2 million. So that's about a \$3 million shortfall per year, now that the site is being mothballed to 2029. And I'd be willing to wager anybody here that that's not going to happen. So, we are all seeing more accidents, we are seeing more calls, more traffic that directly and indirectly costing residents more money. So here are a few questions that I do have. What is a town doing to truly understand its infrastructure needs and the plan for the revenue needed to cover those costs for the next 5, 10, 20 years? This Board did not want an infrastructure study done, and this town has no real master plan to guide it. So how is this being managed? The current way is not working, and frankly, I've watched a lot of the meetings. I get a headache when I watch a lot of those. Please don't blame the population growth on rising infrastructure needs and costs, as some have said. That simply isn't true. Our surrounding towns, Litchfield, Londonderry, Pelham, Dracut, and Tyngsboro, combined population

growth rates are more than double ours. They're 7% in the same period of time that we were 3.2% over this last decade. They pass through our town to get to Route 3 in Nashua, and then back home at an increasing rate. And I don't know how many people are going from Nashua through Hudson to go through to Salem, or Londonderry if they have to. Does anyone on this Board know how many of our emergency calls are due to pass through traffic? Is that data tracked so we know the real impact surrounding towns are having on us? Because I don't think we've ever even looked at it. Maybe we need to assess our border towns and give them a fee for what they're costing us, because all they're doing is passing through us. Also, increased costs are being driven by CIR development, commercial, industrial, and retail, not population. So when was the last time a review of impact fees on these type of developments been done? By the way, the state allows us, our town of Hudson, to set our own impact fee rates. They have some guidelines, but we can set them. Because clearly, with what's happening in this town, costs are being driven by development, not by population growth, and by towns that are surrounding us. So maybe these developers, and frankly, it's mostly going to be commercial, retail, and industrial, because residential development, I think we have those pretty much in hand. I'm now also hearing there's another warehouse retailer coming to South Hudson. Well, this is going to draw more traffic from outside Hudson, because they're probably going to call out the business that they're going to bring in. I believe it's called Restaurant Depot. I'm very familiar with them. They're owned by Jetro out of New York. I had people who used to manage all of those. A new traffic impact study will need to be done, and where is that all going to be coming from? Dracut? Tyngsboro? Pelham? Salem? I don't know, but they're going to be coming into our town, and we all know what a mess South Hudson is right now, and Target has not even opened yet. I believe the proposal is coming to the planning board. I don't think we can speak to it yet, but we're going to gear up for that one. So how much more reckless development can this town take? Clearly, all of it has no impact on reducing my taxes. They're just increasing them. So, what is this Board's plan to help alleviate the burden that's going on with residents that's being caused by a lot of this development? I do want to make just one public comment. I know our school board guy isn't here, but my comment to the school liaison, and we'll attend a meeting, is my school taxes since 2015 are up 94%. Student enrollment's down 24% in that same period of time. The budget's up 60%, and staffing appears to be about the same. Something doesn't appear to be right. And the other thing I would want to ask them as well is, in the state, private schools are growing. Population that's attending private schools in the state is between 9 and 10%. Town of Hudson, it's approaching 20. That's a significant burden to the town if all of a sudden vouchers come into play, and if they ever have to move money from our school taxes over into private education. But just something to keep in mind. But thank you for your time, and thank you for your service to the town.

Chairman Dumont: Thank you. Anybody else that would like to come on up and speak? Going once, going twice. With that, we will close the public input session at 7:30 p.m.

## **5. RECOGNITIONS, NOMINATIONS & APPOINTMENTS**

All right, next up is our recognitions, nominations, and appointments. I want to pause at recognitions for a minute there. It wasn't in here, and I apologize. But over the weekend, I got to attend the Hudson Food Pantry telethon for my first time, and just wanted to say I truly appreciate the amazing work by the volunteers and the support from the community, what they were able to do. Raising over \$80,000 and about, I believe it was over 300 pounds of actual food, and getting to see that firsthand was absolutely amazing. And I do want to give a shout-out to Dave Morin for heading it up and the work that he did at that, along with former Selectman Roger Coutu. Them putting that together with all the help from the other members of the food pantry and HCTV was just mind-blowing. So, I would definitely suggest if anybody has a chance to take a look at some of the videos and get involved with that, it's a tremendous cause. So, I just wanted to throw that out there. We don't have any nominations, but we do have appointments tonight.

- A. Recognitions – None**
- B. Nominations – None**

### C. Appointments

- 1) Conservation Commission – Carl Murphy, reappointment
  - o Two (2) member vacancies to expire December 2025
  - o One (1) alternate vacancy to expire December 2025

The first one up is Conservation Commission of Carl Murphy, a reappointment. Does anybody have any questions, comments, motions?

Selectman Morin: Carl presently is the chairman of the Conservation Committee. He's doing a very good job. There was a little bit of discussion last night, and he's looking forward to being reappointed.

Chairman Dumont: So, it looks like we have two member vacancies expire. So, I believe the dates are wrong on at least my sheet. Do we know which member vacancy or how long? What's the typical term over there, three years? So, it would be to expire December of 28th?

Selectman Morin: Correct.

Chairman Dumont: Okay, I just wanted to make sure that was clear. Does anybody have any questions, comments, motions?

Selectman Morin made a motion, seconded by Selectman Guessford, to appoint Carl Murphy as a member to the Conservation Commission with a term to expire December 2028. Motion carried, 5-0.

Chairman Dumont: Seconded by Selectman Guessford. Do we have any discussion? Selectman Vurgaropoulos, go right ahead.

Selectman Vurgaropoulos: Thank you, Mr. Chair. Both those terms, the one and the two vacancies, those are both 2028?

Chairman Dumont: I would believe so. I don't have that in front of me. I did look at the member vacancies, but I honestly didn't look at the alternate vacancy.

Selectman Vurgaropoulos: Okay. Thank you. I can look it up after.

Chairman Dumont: Next up is Conservation Commission again for Ken Dickinson.

- 2) Conservation Commission – Ken Dickinson, reappointment
  - o Two (2) member vacancies to expire December 2025
  - o One (1) alternate vacancy to expire December 2025

Selectman Morin: Same with him. He's been 20 years plus, and he has a lot of information. That's his career. So, he would like to also be appointed.

Chairman Dumont: All right. Any other questions or comments, motions?

Selectman Morin made a motion, seconded by Selectman Vurgaropoulos, to appoint Ken Dickinson as a member to the Conservation Commission with a term to expire December 2028. Motion carried, 5-0.

- 3) Zoning Board of Adjustment – Dean Sakati, reappointment
  - o One (1) member vacancy to expire December 2025
  - o Two (2) alternate vacancies to expire December 2025
  - o One (1) alternate vacancy to expire December 2026

Chairman Dumont: Next up, we have Zoning Board of Adjustment reappointment of Dean Sakati. I see him in the audience, so I will ask him to come on up. Mr. Sakati, how are you?

Dean Sakati: Good.

Chairman Dumont: How's it going tonight?

Dean Sakati: Good, thanks.

Chairman Dumont: If you could just speak to reappointment, what you're looking to do, and why you want to stay on the Board, I guess.

Dean Sakati: Sure. Certainly. Good evening, members of the Board. I appreciate the opportunity to address you tonight regarding my application to the Zoning Board of Adjustments. I'm here to respectfully request your acceptance of my application to serve on the Zoning Board to continue my contribution on the Zoning Board. I believe my background and continued commitment to our community will allow me to contribute positively to the board's important work going forward. I've now served on the board for approximately three years. I have a strong interest in our local zoning issues and understand the importance of fair and balanced decision-making, and I think I brought that to the board. I fully understand that this is a quasi-judicial board, our body, and it's super important. Probably with all our boards, this is the one that deals with the most gray, right? Nothing is cut and dry. We obviously have our land use ordinances that we follow and regulation that we follow is dictated by the state and local ordinances, local zoning, and we're dealing with variance requests, equitable waivers or special exceptions, appeals of administrative decisions, and by virtue of it coming to us, it's in the gray. It's in the gray area. Professionally, recently I retired as a financial services executive from State Street Corporation in Boston. I also worked at BNY Mellon, Fidelity Investments, Liberty Mutual Insurance, and did a startup throughout my career. As a side career, I was in the Army Reserve, served for 21 years, retired as a major, served in the Army, Armored Infantry, and lastly, the Engineering Branch. Community service, that's where I want to spend my time going forward, and the Town of Hudson plays into that. I'd like to participate in the state and have already started doing nonprofit work for veterans' organizations, which includes the Honor Foundation. So, I want to engage more in the community. This is where I want to put some of my time, and I want to thank you for my consideration. I welcome any questions that you might have of me. I think you all know me, and look forward to continuing serving if you accept my application.

Chairman Dumont: Thank you, Mr. Sakati. So, I will bring up, and I did get to speak briefly with you about this. It's been brought to my attention about a number of absences. So obviously, as even a member of the public spoke about earlier, it's important that we maintain a quorum and maintain the correct amount of board members on there. Obviously, with zoning, you need five. You can run with three, no less than that, but obviously, at that point, it's up to the applicant whether or not they want to be heard by a board less than five. So, can you speak to that a little bit? Are you able to continue on meeting? We meet once a month, obviously, as you're aware.

Dean Sakati: Yep, absolutely. So, as I mentioned, I just retired in the beginning of October. My career was in Boston. I had 10-, 12-hour days, three-hour commutes for those who have had the pleasure of commuting into Boston, driving into Boston. So, a lot of times, my either travel to meet with clients or to go to certain events have prohibited me from being at every meeting. As such, I've always reached out to Mr. Sullivan in advance to make sure it's clear, to make sure we have coverage, we do have alternates to serve in that capacity. But going forward, that commute is no longer on the table. It doesn't mean other things won't come up, but it does with all members, right? So, most members of the board, many members of the board will often miss getting an excused absence, and we've provisioned for that, and that's why we have alternates.

Chairman Dumont: And I do agree with that. I think that this Board, in my opinion, needs to start holding all committees to a better standard. And it's not just zoning that I got an email about absences. It was across multiple boards, just so we're clear. So, I don't want you to think that this is a targeted attack at all by any means, because I do appreciate it.

Dean Sakati: No, I think it's, you know, to be quite frank, I think as a town, we need to be a little bit careful not to put the standards so high that you only wind up with people that, you know, maybe don't have the stresses of other professional careers or being torn in different directions. And I think, you know, I would hope that my contribution to the board has been positive to those that I've worked with. And as such, maybe the town is a little bit better for that.

Chairman Dumont: Questions or comments from anybody?

Selectman Morin: Do you see any absences in the future that it's going to continue, that you may have several in the future?

Dean Sakati: Do I foresee absences? You know, as I said, I've just retired. So, the work part is not a factor. My father is ill, and he lives in northern Virginia. And obviously, that's a priority. But I have more flexibility than I've ever had, which is something that I simply have never had, which is pretty exciting.

Selectman Morin: So, would you – do you think you need to look at maybe taking the alternate position?

Dean Sakati: No, absolutely not. No. Okay. Yeah, I don't see that as an issue at all.

Chairman Dumont: Any other questions?

Dean Sakati: And if it is, frankly, if it is an issue, then I could reassess at that time. But I don't see that as an issue.

Selectman Jakoby: I just want to reiterate, I want to thank you for stating that whenever you did find a conflict, you did inform both the staff member who was in charge of that meeting and the chairman of the board. And they – did they voice concern about your absence?

Dean Sakati: Never.

Selectman Jakoby: Has anyone ever spoken to you about the number of absences?

Dean Sakati: Never.

Selectman Jakoby: So, this Board – this is the first time anyone has questioned the number of absences or your reason for absences for zoning.

Dean Sakati: Yeah, no, I don't – I mean, if anything, I would say it's been nothing but very supportive, which I think is constructive, right? I think that's what we – you know, as we execute on these boards, that's exactly, you know, what we want, right? We want – you know, we have alternates for a reason to plug in. And everyone's got some sort of life situations. If this body wants to increase, you know, to make a mandatory attendance, hold the clipboard over, whatever it is, that's their prerogative. And then you'll just – you know, candidates will – you know, you'll have natural selection at that point.

Selectman Jakoby: Well, and – oh, can I have a follow-up?

Chairman Dumont: Go ahead.

Dean Sakati: Yeah, I think what's important is that as we move forward in any committee is that we state that anyone has an excused absence or a not excused absence because some of the absences the chairman is not aware of. And I just want to reemphasize that both to the public and to any chairman who are listening. It's really important that we know that the person did their due diligence, that they are taking their position seriously, that they are following through on the commitment that they've made and the appointment that we've given them. Yeah.

Dean Sakati: I mean, the way I'm looking at this is sort of a non-issue in the past because, again, it's been nothing but supportive, and I reached out to the administrator of the board as well as the chairman of the board in all instances with as much advance notice as I've had. And, again, it's been nothing but supportive. And I've appreciated that, and I, you know, I'd hope this board would consider that type of, you know, don't get too draconian with it. Again, I have more flexibility than I've ever had, so that's great for my candidacy, but I would make – I would try to help others that will have similar conflicts that I've had maybe historically. So, does that make sense?

Selectman Vurgaropoulos: Thank you, Mr. Chair. Mr. Sakati, congratulations on retiring, by the way.

Dean Sakati: Thank you very much.

Selectman Vurgaropoulos: And your side gig of retiring from the Army. With the time that you have now – let me start over. I think it would be great if you could continue on the boards because I've had the pleasure of watching a couple meetings, and I think you're tough but fair, and you're very passionate when you discuss items on the board. And I don't disagree with the fact that will there never be an incident in the future where you're going to

be absent? No, that would be ridiculous to ask of anybody on any board. So, it's – I think with the retirement and stuff like that, I think that's fair to say that you have much more free time. I do. So, it's – I like that, and I like the way you work on the board. So, I would like to see that. So, just thank you for what you've done so far, and hopefully we can see you in the future.

Dean Sakati: Appreciate it. You know, again, my philosophy has been – you know, I did this as – you know, Ms. McGrath – we were sitting here a few years ago, and Ms. McGrath had suggested that people who are speaking out get engaged. And, you know, I – along with another resident, you know, we said, what can we do? You know, what – how can we serve to make the – you know, to try to make the town better? And that's the way I've approached it, right? I know at times I can be tough, but you know what? It's always from the best place possible to try to make the town a better place. And that's why with even my retirement, you know, I don't want to say I'm going to be sitting here waiting for board meetings all day, because I'm going to be engaged. You know, I'm going to be – I want to help, and I've already started helping with the Honor Foundation, where we're coaching special forces operators that are about to reach retirement. And I'm giving them coaching. We just went through the first semester, and we're coaching them on the next, you know, chapter of their life, which is separating from the military and engaging in civilian careers. So, I want to engage, you know, and I want to – you know, I want to be involved. And I think the town of Hudson is a noble cause, as well as obviously veterans' causes, which I feel very, very strongly about.

Chairman Dumont: Just let the guest speak.

Selectman Guessferd: Yeah. So, I just want to say a few things. I mean, number one, I was on the board when you were appointed, and I do appreciate you stepping forward, and it was one of those people that stepped forward at that time, and we were asking. So, I appreciate that. And, you know, my – and nobody – it's like what Selectman Vurgaropoulos said. I mean, nobody expects everybody to make every medium, okay? However, you have a great deal of expertise. I hear people talking here about, you know, the good work that you're doing on the board. If we're only getting that work half-time, and I don't go by the idea that, well, you know, I told people I wasn't going to be there, I gave notice, and that's all well and good, and, you know, you did what you needed to do for those meetings. But my expectation going forward would be – and it looks like you're heading in that direction – is to be able to be at more of those meetings so you can make more of an impact, you know, and use that expertise that we're hearing that's really kind of – I'm hearing, you know, great things here. And so, we'd love to be able to have you, you know, continue, you know, in that mode. And hopefully, you know, in the next year, you know, we'll see that you'll be able to hopefully make more of those meetings. Nobody knows about being busy more than I do. And from my perspective, you know, if you do five things – if you're doing seven things and you're not doing them well, it's best to cut down to four things or whatever that you can do – that you can do well. Let me finish, please. So bottom line, I mean, I'll be voting yes, okay? But I'd like to set a standard. We can't just say that because people are volunteering that, you know, there's – it forgives them, you know, 100 percent. We don't want to make it, I'll say, easy for somebody to just say, well, I can't make a meeting. But I guarantee you that understanding where you're at, that those absences have been necessary for you. And it wasn't like – I'm sure you didn't take them lightly.

Dean Sakati: Not at all.

Selectman Guessferd: I know you didn't. So, these are just some of the things I'm throwing out there. And it's really – it looks like we're – may be an example of you. But the bottom line is I expect that of every board member on every board, you know, to be present, you know, the majority of the time, most of the time. And if you can't do exactly what you've been doing, it's letting the chair know you've been very professional about it. And as a fellow retired officer in the military, I understand, you know, that you have those standards, and I appreciate that very much. Yeah, absolutely.

Dean Sakati: Yeah, no, I – you know, that's – I don't take it as me being made an example of because, again, the standard was – and it was explicitly said that we have alternates for a reason. If something comes up to voice it, I have done that. And I have no – I'm not going to apologize for anything because there's nothing to apologize for.

Selectman Guessferd: I'm not saying you should.

Dean Sakati: And, again, I think I've made a very positive contribution. I look forward to making that positive contribution going forward. I don't see – you know, again, you set the standard. And if that's what you guys think you need to do, that's what you're paid to do, which is not much, is, you know, set the standard. And, again, if I can't live up to that, I would certainly just – I would resign my position then.

Selectman Guessferd: Absolutely.

Dean Sakati: It's just real simple, right?

Selectman Guessferd: Thank you.

Dean Sakati: Yeah, no worries.

Selectman Jakoby: How many years have you been on zoning?

Dean Sakati: Around three years.

Selectman Jakoby: Three years?

Dean Sakati: Yeah.

Selectman Jakoby: And this year it just happened to be that you missed ...

Dean Sakati: I don't know how many. I mean, you know, this year ...

Selectman Jakoby: Okay. I'm just saying you have been on for three years, just to remind people.

Dean Sakati: Yeah, yeah.

Selectman Jakoby: Full three years.

Dean Sakati: I haven't thought of it as an issue. Again, you know, Mr. Dumont was kind enough to mention, you know, that this was going to come up. And, again, I'm not ashamed of it in any way.

Selectman Jakoby: No, no.

Dean Sakati: You know, I would have – if there was a standard and I didn't feel like I could accomplish that, I would not have – I would have resigned the position. So, you know.

Selectman Jakoby: And so, you fulfilled your three-year obligation, and now you're looking to be another three years.

Dean Sakati: Yeah. I think I was originally one year. Then it was two years after that.

Selectman Jakoby: One year. Yes. It was a split.

Dean Sakati: It's the third time.

Chairman Dumont: Yes, December ...

Selectman Jakoby: Okay. I just wanted to let the public know.

Dean Sakati: And the other thing I would say, too, is, you know, this is a complicated board. While I don't believe tenure, by any means, should be a reason for reapplication, it should be purely competence, and hopefully I've demonstrated that, and continue to get better at it, because these are – this is a complicated board, right? You know, as Mr. Dumont, you know, knows, he's there. It's our liaison. It's complicated, and every case is different, and you have to look at it differently. You've got to study it ahead of time. There's many times I've gone into those meetings thinking I'm going to – because I do all my homework ahead of time, right? And you go in there thinking you're going to vote one way, but you come out of there voting a different way because you've gathered new information, but you set that framework that you have going into that meeting. You know, that's preparing for the game, and when you're in the game, the way it materializes or develops is different than you – you know, than you anticipated.

Chairman Dumont: No, and I appreciate that, and I hope you appreciate the openness. I've always had that open back and forth with you. I think it's better to be honest and up front with somebody than to try to hide behind

something. I do believe it's the Board of Selectman's job at every reappointment to evaluate, no matter who they are coming forward, and to make sure that there is a standard there has to be. So, with that, I have one other thing that I want to talk to you about, and I've talked to you about this before in the past, and we don't have to get into details unless if Mr. Sakati wants to get specific to it. It was an issue of recusal that was brought up at a prior meeting. Me and you already had a conversation about this. I had some reservations for that that we spoke about in the meeting, and I still do. I think that in certain instances, when there's the interpretation or a belief of a conflict, whether or not that exists or not, like we talked about, I think it's important to recuse. I don't believe, quite frankly, it would have changed the outcome of that board, you sitting there or not, because of the way that the voting went. I think the integrity is extremely important, and I wanted to make that clear again here tonight. Like I said, I know that I spoke to you about it that night at the meeting, and again, I wanted to maintain that same open decorum that I always have with you, and I hope that you can appreciate that. It doesn't always have to be something that we like to hear, but I think it's important that we make sure that everybody knows exactly where we all stand and what we believe.

Dean Sakati: Absolutely, and we talked that evening. We agreed to disagree, and I, too, appreciate the candor. I'll go right back to the town regulation, which is, and I have it here, do you expect to gain or lose upon the disposition of the case? Is there a relationship to either party? Have you advised or assisted either party? Have you been directly or indirectly given an opinion or formed an opinion? Are you employed? I mean, it goes on and on. It really came down to, when we designed the Code of Conduct with Mr. Buttrick, we said, are you a direct or an indirect butter? And I'm a ways away from that property, had no biases going into it. And it's a personal, and we asked. The whole board was asked, should Dean recuse himself? And everyone on the board, including you, when I asked you, said, no, he shouldn't, right? And everyone trusted my objectivity, and I think this is the tough part of this job, right? If I were to step aside, then the board is deprived of a view or someone to vote for equally, right? So, either way, and that's the hard part of this job, is that you're always trying to wrestle between the facts between two sides of a view and trying to get through the haze of it. And that was that. So, I've discussed it with external parties, to include legal people, just to make sure that I'm not half-baked on this, so I do my homework, right? And they agreed to my view.

Chairman Dumont: And I appreciate that. And just to clarify a little bit, obviously, I'm not a voting member, so that was the vote that the zoning board take. But to clarify, when you asked me personally what my opinion was, I did say that if it was myself, I would recuse myself during that case. So, I just wanted to clarify that point. And I do agree, there's a long list in the zoning board bylaws. I think there's eight, nine, ten items on there of reasons of why you may recuse, one of them being an amount of prejudice that could be displayed. And the only reason why I bring that up is, obviously, the attorney had asked if you would consider it for the applicant that was there. And at that point, it is completely up to the board member himself. The board can vote. Ultimately, it is up to that member himself whether or not he does do that. But I think going forward, I think that there's been such a lax across all of our boards when it comes to that standard as well as the attendance standard. I really wanted to drive this home. And I'm not trying to make light of Mr. Sakati whatsoever. Quite frankly, this conversation was going to happen here regardless. I appreciate him being here tonight and him being willing to talk about this in front of everybody because it's definitely not something easy when you're going through everything in the closet, right? So I can appreciate that.

Dean Sakati: It's an interesting point, too, right? Because this – I think the lawyer's case here, and she really – I think some resident had talked to her in the hallway, and it kind of got her a little spun off. And it was unfortunate because it made her look less than professional in kind of bringing this up. But if you look at it, these sort of – if you start getting into this, well, you live within a half mile of something, and therefore you're in South Hudson, so therefore you have biases. You can take that in so many directions. You can say, is someone a developer? Do they have inherent biases? Is someone a – does someone work for a company that supplies developers? Are they inherently biased? Are they – you can go down a rabbit hole very fast, right? And that's where I stood my ground.

Chairman Dumont: Thank you very much, sir. So that was the only one.

Selectman Jakoby: Can I make a motion?

Chairman Dumont: You can. Go right ahead.

Selectman Jakoby made a motion, seconded by Selectman Vurgaropoulos, to appoint Dean Sakati as a member to the Zoning Board of Adjustment with a term to expire December 2028. Motion carried, 5-0.

Chairman Dumont: Thank you very much, Mr. Sakati, I appreciate your time. All right.

## **6. CONSENT ITEMS**

Chairman Dumont: Next up we have consent items. Does any Board member wish to remove any item for separate consideration?

Selectman Jakoby: I just have a comment. I don't need to remove it. I just wanted to let the public know that the Sustainability Committee meeting was cancelled and that's why it is not listed.

Chairman Dumont: Oh, on the calendar. Yes.

Selectman Jakoby: On the calendar it's not listed. Yep. And that it is the Benson Park Advisory Committee.

But I just wanted to note that in case people were looking for the sustainability advisory committee meeting. It keeps popping up there.

Chairman Dumont: All right.

Selectman Jakoby: Thank you.

Chairman Dumont: Thank you. Any other comments? Motions?

Selectman Guessferd made a motion, seconded by Selectman Vurgaropoulos, to approve Consent Items 6A, B, C, D, E, and F. Motion carried, 5-0.

### **A. Assessing Items**

- 1) Veterans' Tax Credits
- 2) All Veterans' Tax Credits
- 3) Disabled Veterans' Tax Credits
- 4) Certification of Yield Taxes Assessed/Timber Warrant
- 5) Abatement – 10B Park Avenue
- 6) 2025 Supplemental Tax Bill – PILOT Agreement
- 7) 2025 Supplemental Tax Bill – Town-Owned Lease Agreement Provisions

### **B. Water/Sewer Items – None**

### **C. Licenses & Permits & Policies**

- 1) Raffle Permit – Hudson Fish and Game Club
- 2) Hawker/Peddler License – Rolling Spirits
- 3) Hawker/Peddler License – B & B Catering

### **D. Donations – None**

### **E. Acceptance of Minutes**

- 1) November 25, 2025

## **7. OLD BUSINESS**

Chairman Dumont: All right. Next up is Old Business. We have the ambulance billing and collection policy. And I will turn it over to Mr. Sorenson.

### **A. Ambulance Billin & Collections Policy – Fire/Second Read**

Roy Sorenson: All right. Thank you, Mr. Chair. At this time I would ask the Deputy Chief, Fran Enos, to come up, Fire Chief. And we're going to talk a little bit about this. This is the second read. So, this came before the Board on October 28, 2025. This is going to be two parts. So, if you look at the agenda, 7A and 8A will be covered here.

There will be two separate actions to be taken. One is a formal action, which is going to be the 7A action. And formally on 8A, which is to move to a public hearing for billing. But on that note, I guess the background to this is just as it was at the previous meeting. Taking a look at how we handle our ambulance billing currently, the fee structure, as well as the debt that we have on the books and how that's handled. With that, I will turn it over to Deputy Chief Enos. And you have control with the mouse in front of you, all right?

Deputy Chief Enos: Good evening, everyone. Happy holidays. So as the town administrator said, this is a follow-up. The last time I came before you, we deferred. The next step was to meet with the policy subcommittee, which some of the members of the Board of Selectmen took some time and got quite the experience learning about ambulance billing. We were very lucky to have our ambulance billing company that we contract with, Comstar, come up and they walked through quite a bit. So, both of you are now very well-versed, whether you wanted to be or not. So, background, how this all came about. The town of Hudson, we contract with a third-party ambulance billing service. And they collect all our fees for transports by Hudson Fire Department. That's the ambulance. Changes to some state ambulance billing regulations that we saw in the past couple of years has prompted a review of our internal policies. We had some policies in place, but they were kind of a little outdated and a little all over the place. So, what we did is we did a cross-departmental collaboration between Hudson Fire, finance, accounting, and the town manager, plus the billing company, who actually sent their lawyer as well to make sure we were all on the same page. And we produced a single policy document that you all got a chance to see. This establishes a standardized procedure across the board. So, at any given time, the four people that are players in this for the town of Hudson are all on the same page at any time. This new policy also introduces a monthly checks and balances that will provide transparent real-time figures to all parties. This just cleans up a little bit of housekeeping, but what this does do is the town administrator, not just the fire chief, but the town administrator will see these numbers real-time every 30 days. And we'll know at a moment's notice where we are. It makes it a little bit easier for budgeting purposes, but it also keeps us much more transparent. So how does it work? After the patient gets transported, Comstar, that's our billing company, does one of two things. Sends the patient a bill to their insurance carrier, if we have that on file, or it goes directly to the patient if we see that the patient is marked self-pay. So, nobody was able to get any information. If an invoice, a bill, remains unpaid, then the Comstar continues to send invoices at 30, 60, 90, and 120 days. At a 120-day invoice, in that, there'll be a notification that says the bill is being sent to FFR. FFR is another company we contract with. They do our collections. We do soft collections. 99% of ambulance billing companies do soft collections. So, we're not dragging people into court or anything like that. We're just trying to encourage them. They notify them. They put it on Experian for your credit and stuff like that. Now, we also have in place, and we did clean this up a little bit, the hardship process. So, at any time, a patient may request a hardship application, and the application can be asked for through the billing company or through the fire department, or if they call Town Hall, they can forward it over there. But the billing company automatically will send them the application on the third invoice, just in case they're not aware. Completed applications now will be reviewed by the town administrator of the Town of Hudson Hardship Program. Three people that will sit down and meet and review these, and if they meet the criteria in the application, then they can move forward. Now, Comstar sends a monthly disposition report to the town. It's usually on or about the 15th of the month. Going forward, the town administrator, the fire chief, finance director, accountant, and a Comstar representative will all meet, and they'll discuss outstanding bills on the disposition report. This is a Zoom meeting that occurs, and now, like I said, every 30 days we review this. This will show us where we are during the year, what's coming in, what's going out, and what do we have out there. Now, anything that's on an outstanding bill, one of the following actions will take place. We, the Town of Hudson, will instruct Comstar to send the invoice to collection. So that's after 120 days. If the bill is sent to collection, the debt gets removed from the aging report. If Comstar receives a payment, it will deposit it directly into the account. So, at any time debt goes to collections, even if it's paid two years later, we automatically get it, and part of the agreement we have with Comstar is we will get it, and they won't take their fee. So we get that whole thing. They don't take their fee if it's after that 120 days. But there is such a thing called an aging report, and if you've ever managed books and stuff, and it turns out some of our people on the policy committee were familiar with this, some of this is numbers that just sit there. It's money that we're not going to ever collect, we know, but it stays on your books. It's just like balancing your checkbook. You've got to take some action. The option number two is act on a hardship application. There's different options people can do. It can be wiped clean. It can be put up on a payment plan. There's different options through that program. Or number three is write off the debt. Small,

unrecoverable balances accounts for deceased patients or those with no valid address. So, we know that the billing company is dug and dug and dug, and they can't find anything else. Or let's say, for instance, someone has a co-pay of \$30, and they haven't paid it to us. Is it worth it for us to try and go to court to get \$30? No. So that's where we look at these things. But we have to take an action on it, and that's the thing, and we want to take that action every 30 days. We don't want to wait once a year. A yearly audit will be conducted with all the parties present. However, though, with these monthly meetings, this is now going to eliminate any surprises at any time, because everybody on that committee will know instantaneously where we are. All right. Dismissal of outstanding or unrealized debt that I was talking about. Currently, when the ambulance bill is sent for collections or goes unpaid, it remains on the ledger as unrealized debt. Comstar cannot act on that debt without direction from the authorized agent of the Town of Hudson. National statistics show that if payment is not received after the initial invoice, there is a less than 5% chance of recovering money owed to us. I mentioned that before. It's in the, that point is that sometimes that money is, you know, a couple hundred dollars. Nobody's going to take the time to try and hire a lawyer to go to court. It's just not worth it. So unrealized debt also includes the patients who have died. They have no estate, no insurance, didn't apply for the hardship waiver, co-pays, invalid billing address, and it goes on and on and on. There are a lot of reasons that can come up. We just can't get the money. That unrealized debt currently sits on Comstar's ledger for the Hudson account going back to 2017. So that, there's some that was cleaned up, there's some that wasn't. So, the motion that I had respectfully requested was to remove all the aged billing that cannot be realized or collected. Now, as I talked about, we're never getting that money. You would, you would have to pursue people, like I said, some of these are \$5, some of these are \$35, some of these are \$100. Some of these people have died. It's, it goes on and on.

Chairman Dumont: Yes. I overlooked it. Do we have that, what was that dollar amount of the debt?

Deputy Chief Enos: All right. So, I'm going to explain this now. Okay. Does everybody understand up to this point what I've explained? Right? Because some people might hear this and be horrified.

I know. This is going back to 2017. So right now, sitting at Comstar that we have out, that we're trying to bill and for whatever reason, we're not getting any place, we have \$347,564. We have sitting at Collections, the company at FFI, again, going all the way back to 2017, we have \$660,384. That's for a grand total of \$1,799,480. So that is going back to 2017. And again, as I said, some of these people died. We don't have a billing address. We don't have a mailing address. But we have tried extensively including going to Collections.

Chairman Dumont: And the portion, just to clarify, that you believe is not able to be recovered is what's sitting at FFR.

Deputy Chief Enos: Correct.

Chairman Dumont: Which would be the \$660,000.

Deputy Chief Enos: Correct. But what I'm proposing in this is to wipe our book clean. Once the number that's sitting at Comstar, that's ready to be moved to FFR. But they can't do that until we tell them because we're their client. So, they want to move that. And some of that \$347,564 goes back to 2019.

Chairman Dumont: Okay.

Deputy Chief Enos: So, they can't move it to FFR. So, it's bad debt. It's not getting collected. So, we want to clean the books correctly because we're not getting that. That's why we've combined it because we'll instruct, if the motion passes, we will instruct them to move that to Collections. If for some reason somebody pays later, we're getting that money. It gets directly deposited into the Hudson account. We get that at 100%. But they're not worried about it because they know it's just a few between. This cleans our books so it doesn't appear when people see these that it's unrealized debt. It's just not going to be there. And Selectman Jakoby had some experience with this and was talking with the Comstar agents, knew exactly what we were talking about. This is done at many corporate businesses all the time. For whatever reason, this kind of slipped through the cracks. We should have been doing this for whatever reason, monthly and yearly, and it slipped through the cracks. So that's why I kind of came up with this policy. It's going to be done every 30 days.

Chairman Dumont: Right. And to follow up on that, that's the reason why the number obviously grew so large, just so that if anybody's watching at home, they'll have a better understanding of how that number grew so large.

Obviously, we didn't have that policy in place, which is something this entire board, including the policy subcommittee, has been trying to fix over the past year. The other question I was going to ask you, and you spoke a little bit to it about how corporates do it, but you came from another department and did it the exact same way? Was it every 30 days?

Deputy Chief Enos: Same way. I would love to say that I'm the guy here. I'm not the most willing guy. When this got put on my plate, I reached out to a lot of contacts. I worked for a former chief coworker. This was his specialty, he really excelled in this. He wrote policies for multiple towns, and I sat down with him, and this is what we came up with, and we formatted it in a way that we could adopt it both at the fire department and at town hall. It's the identical policy at both agencies. Like I said, we're all on the same page. Our general order is going to be identical to the town hall that we operate under.

Roy Sorenson: Just so everyone understands, we talked about the debt, the unrealized debt, at a little over a million, correct?

Deputy Chief Enos: Yes, sir.

Roy Sorenson: The actual number of revenue brought in since '18 is just shy of 8 million?

Deputy Chief Enos: That's correct.

Roy Sorenson: What was the collection rate on the 8 million?

Deputy Chief Enos: The collection rate on the 8 million is ...

Roy Sorenson: Percentage wise.

Deputy Chief Enos: I can only speak to the past four years, that's what I dug back. Is approximately 94-95%.

Roy Sorenson: OK. So, 95% we're getting collections on.

Selectman Jakoby: Which is a percentage much higher than most.

Deputy Chief Enos: Oh, extremely.

Selectman Jakoby: So, the public's aware.

Deputy Chief Enos: A major metropolitan city is probably close to 38%, 40%. A private ambulance company, they may or may not be higher, but they're by volume, they do their own billing. Our people were, prior to me ever coming here, our people were very well trained on how to get certain information right out of the gate. As I stated at the previous meeting, if you don't get it that first time, and we do our best, I appreciate that and I appreciate the information from Mr. Swanson because that's where I was driving at.

Chairman Dumont: The number is large and the question I'm going to be asked is what is that debt that you guys are getting rid of? While I'm familiar with the private side, I appreciate you speaking to it from the public side as well, that Hudson is not unique and that even though this large number does exist, we're pretty successful in making all those other collections, if not better than most.

Deputy Chief Enos: Both of the departments that I previously worked for both had the identical issue occur. That somewhere along the lines, people were on different pages, this number grew and as a result, it had to get fixed. They both had to approach this and to get it straightened out, they came up with a policy. I took it as I met with everybody because everybody was very open on it and we said, why don't we all make the same policy? The town people were right on board. Hopefully, even if somebody watched and walks out the door, all you have to do is pick up the policy and the five of you could do it.

Chairman Dumont: You have high expectations, sir.

Selectman Vurgaropoulos: We have an unfair advantage.

Chairman Dumont: Thank you very much, I appreciate the clarification. You can continue on, but they were popping into my head. I didn't want to get all the way to the end and cut you off.

Deputy Chief Enos: I completely understand and that's why I said I wanted to make sure you all understand it because when you look at it first ... The second part, as the town administrator explained in this, a couple particulars that the town administrator will walk you through.

Selectman Guessferd: I just want to clarify. We've now done the first read, essentially.

Roy Sorenson: This is the second. This is the adoption of the actual policy.

Selectman Guessferd: Should we adopt it first before we deal with the rates

Roy Sorenson: We can.

Selectman Guessferd: Do we want to put it all together?

Chairman Dumont: I think just because Deputy Chief Enos created the presentation, I would say it's fresh in my mind if we could continue on through. There are two separate issues and we will have two separate motions.

Selectman Guessferd: The second one, is it a motion? Yeah, it's information on the second one.

Roy Sorenson: It's non-actionable, but it's a motion to take. Not opposed to what you are coming out of old business going into new business?

Selectman Guessferd: It's up to you, Mr. Chair.

Chairman Dumont: I'll leave it up to the Board then. I was fine with continuing, but if the consensus is to split it, that's fine by me. We've got one to split it. How does everybody else feel?

Selectman Vurgaropoulos: I could go either way.

Selectman Jakoby: Presentation, and then we'll do all the motions together.

Selectman Morin: We can wait until the end.

Selectman Guessferd: More clarification than anything else.

Roy Sorenson: Overruled.

Selectman Guessferd: I didn't object.

Deputy Chief Enos: All right. Part two, as I had mentioned previously, I would be coming back to you to increase the ambulance billing rates. Again, it's not a discussion about why they haven't gone up over the years or whatever. That was previous to that. Moving forward, we need to get some stuff set up. Over the past two years the state of New Hampshire has been working on legislation specific to making ambulance billing fair and equitable and eliminating what has been termed balanced billing. When we looked into this, we discovered that the Hudson ambulance rates have not increased in nine years. Looking just at Comstar, our billing company that services many New Hampshire towns, we are currently the lowest rate in Hillsborough County for them. We are far behind. This prompted to get into some research and see what's going on. Right now, the state did put forth new legislation. This is in the form of Senate Bill 245. These rates that are being put out have to be voted by individual ambulance providers. In this case, the town of Hudson will vote on this. Then we contract with each individual insurance company. You can see how complicated this is becoming. Senate Bill 245. This is the 3,000-foot overview. I have spent more time with lawyers understanding this. It is very dynamic. As of Monday, there were some changes or some questions that have arisen because the language is so gray. The bill was designed to eliminate balanced billing. Balanced billing is an ambulance company pays the patient's insurance or sends a bill to the patient's insurance. The insurance only pays a set amount. Even though they are supposed to pay the whole thing, they say, no, we will pay X, Y, Z. The ambulance company is still owed the remainder. What do we do? We previously billed the patient directly saying, you owed us the remainder of the bill. We used round numbers. The bill was \$500. The insurance company only paid \$300. We billed the patient \$200 and said, you owe us. Comstar billed the patient and said, you owe us the difference. That's that where people don't pay. You see that starts to build up. Sometimes, the insurance company in the same boat will forward the payment directly to the patient and then the patient is supposed to pay us, but they keep the money. As of January 1st, the state of New Hampshire has set a fee schedule that ambulance companies can use which increases the ambulance

rates. So, the governor, the New Hampshire Senate, and the New Hampshire House all voted in unison and deemed this a fair and equitable rate, this increase. And this bill is good for two years and then it will be reassessed and we'll see what happens. So, if you look at the graph up here, on the left side, existing fire ambulance rates. So you understand BLS emergency, ALS emergency. BLS emergency is if we just had EMTs only, there's three levels of service we provide. EMT, advanced EMT, and paramedic. Advanced EMT and paramedic offer advanced life skills, IVs, medications, stuff like that. As a result, we can bill more. So we had flat rates, BLS was basic, ALS 1, an emergency, ALS 2, ALS 2 would be the full kit and caboodle of everything. Special care transport, we don't do those because we're not a private ambulance company, we're not taking sick people down to Boston. And then there's a mileage rate. The proposed rate change, so what the state has said is they're going to allow, the state is going to authorize the rates to be set at 325% of what Medicare currently bills us at. All right? So what that means is Medicare sets a fee from the federal government every few years and that's it. So, and the Town Administrator, you might see it in your little notes. I put it in there. But let's say they say BLS wanted \$600. It doesn't matter what it is, they're paying that. And it would be on your screen, sir.

Roy Sorenson: You're talking about this here?

Deputy Chief Enos: Yeah, no, on the actual PowerPoint. You know, when you have it down.

Selectman Vugaropoulos: This one with the sidebar.

Roy Sorenson: Thank you.

Deputy Chief Enos: It would just show the Medicare rates in case anybody asked.

Roy Sorenson: On the notes you mean?

Deputy Chief Enos: Yeah. So what they've done is they've said, oh, there it is, 2,000 Medicare rates, 2025. Because they just changed in April. And those are set by the feds. So, you can see for ALS 1 emergency, it's \$544.67. And then for ALS 1 emergency on the existing is \$1,021. The state is proposing that we're going to go to \$1,770. Now, the difference is, even though we can bill at \$1,770, that's only to private insurance companies that are not either Medicare or Medicaid. Because those are set. Medicare is set by the feds. Medicaid is set by the states. So you get what you get with the Medicare or Medicaid. And there's no chasing people afterwards. It is what it is.

Roy Sorenson: Deputy Chief Enos, if I may interrupt. Also, the 325% on that rate, whatever the town rate might be to collect, correct?

Deputy Chief Enos: Yes.

Roy Sorenson: The provider cannot manipulate that based off of what they believe the fee should be.

Deputy Chief Enos: Correct. So under, and this is the backside of the complicated part. So the state, the Department of Insurance is sending out these contracts. And they just released them on Monday. You know, the bill takes effect in a couple weeks. So we have, the com-style lawyer is going through it step by step. But what ends up happening is there's, the top providers are listed on that. And somehow we will contract through them. Now, the state's gonna say, the example will be Blue Cross Blue Shield of New Hampshire. This is the rate. We're gonna sign it. Under the law, it says, they're gonna have to pay the 325% of that rate. So, they're going, Blue Cross Blue Shield would have to pay the \$1,770. The only thing the patient is responsible for is a co-pay to whomever. We still not, that, the co-pay is not considered balance billing under the statute. But, let's say that they threatened and said we were only gonna pay that whole, we're not gonna pay \$200 on that. We can't pursue the patient anymore for that. There's no more balance billing. It is what it is. The intent or the hope is that if they've increased the rates to what they should be for the average median person in this area, that we will be collecting some more revenue without having to pursue people who have had to use the ambulance. Again, it's going to be very dynamic. The insurance companies have already come up with some ideas of how to have loopholes and this, and the other thing. So the biggest thing that they've advised us is that you need to jump on this sooner rather than later if you're gonna make any changes. Because when this bill goes away in two years, the insurance carriers, their lobbyists are going to lobby to lower that 325 lower. There was another bill proposed by the insurance carriers of over 100% lower, and they're going to lobby that. So, I have to turn in reports monthly. Everybody's going to turn in reports to try and show this. There is no mathematical formula to know

we're going to be in two years. So, if we have the opportunity to get this dollar amount and like I said, the governor, the Senate, the House, they've all done the research for two years. They've deemed this is 100% fair and equitable for the state of New Hampshire, for the residents of the people. And again, we're going after the insurance companies, not the people. It's my recommendation that the best option to do is to adopt the state, not try and go higher or anything else, adopt the state, monitor that, and then as the committee, the analyst committee meets, they're provided updates on what the legislation is going on. And if we see any trends or we hear something, if we need to, we come back to you, but we come back to you ahead of time to be prepared if we have to make adjustments. So, as because this is not my forte, but it is the town administrator's forte, to make anything to do with rate changes falls under some technical rules. So, that's where I'm using the guidance of the Town Administrator to help us through that because then he'll explain all the specific steps. I can't just wave my magic wand and say, let's do it tonight. I'd like to, but that's not how the real world works. So, I wanted to put out, like I said, give you forewarning why this is coming, give you the facts, give you the reasoning why we got to this, give you the supporting evidence that, you know, we've had the state has agreed that this is fair and equitable. Let the public know it's not even though the rates are going up, it's not going to you. It's going to your insurance companies. If your insurance companies don't pay, we can't pursue you under the law. And our hope is, you know, to collect whatever we can. There'll be loopholes, I'm sure there are, but we're just going to have to watch those and track those and report those back. And then, oh, nope.

Roy Sorenson: That's it. That's your last one.

Deputy Chief Enos: Oh, is it?

Roy Sorenson: Yep.

Deputy Chief Enos: Oh, no. I got one more.

Roy Sorenson: Want me to pull it up?

Deputy Chief Enos: Yeah, pull it up. This is the happy one. The end. I stopped talking. Does anyone have any questions? I was very lucky, again, to have the policy committee have some members of the selectmen, so there was a little insight, so this wouldn't be so shocking.

Selectman Jakoby: So, the ALS non-emergency rate is \$118. Should that be 325% of the 300 that is down there?

Chairman Dumont: You stole my question. I was going to ask the same thing.

Selectman Guessferd: Yeah, that seemed a little odd.

Deputy Chief Enos: Hold on. The ALS one emergency rate?

Selectman Jakoby: Shouldn't it be \$344?

Deputy Chief Enos: I'm sorry. The ALS non-emergency proposed rate change.

Chairman Dumont: Ours shows \$118.

Selectman Guessferd: I think we're missing a digit.

Roy Sorenson: Are we missing a one there?

Deputy Chief Enos: Yeah. Yes, it's definitely missing. I will tell you, though, in that case, we don't do ALS non-emergency transports. ALS non-emergency transport would be if we had a scheduled transport, you were in a nursing home, you had some medications running in an IV, or you were on a ventilator and you needed to be scheduled to transport to a direct admit to a hospital, that is an ALS non-emergency. If someone calls 911, it makes it an emergency.

Selectman Jakoby: So then on our fee schedule, do we even include that or special transport?

Deputy Chief Enos: We do, because that's how Medicare sets the rates ...

Selectman Jakoby: So then that one just needs to be fixed?

Deputy Chief Enos: Yes.

Selectman Jakoby: Okay.

Deputy Chief Enos: I mirrored this because I don't know what's going to happen down the road. What happens if I leave in five years from now, you decide you want to do specialty care non-emergency care?

Selectman Jakoby: You can So that number just needs to be updated. Thank you.

Chairman Dumont: Other Board members, questions, comments?

Roy Sorenson: If the Board's okay, you have an action item for 7A, which is a motion, that's to readopt the ambulance billing collections policy. You have that in front of you if someone wants to entertain that. The 8A, which is the rates and we have a question on one of the rates right now that's fine because we're only going to move to post for public hearing which means you can get that number in there and we'll make sure that those are clean on the public hearing and then that will come back to the next meeting on January 13<sup>th</sup>.

Chairman Dumont: No other questions or comments motion for a 7A?

Selectman Jakoby: So, I have one more question. Aren't there three motions? One to adopt the policy, two to remove unrealized debt?

Roy Sorenson: No, no, because I will, I mean you could if you want to break it out but if you read the recommended motion, you'll see that it's included in there.

Selectman Jakoby: Oh, okay. Oh, maybe I'm just missing that.

Selectman Vurgaropoulos: Very last sentence.

*Selectman Jakoby made a motion, seconded by Selectman Vurgaropoulos, to re-adopt the Ambulance Billing and Collections Policy as recommended by the Policy Sub-Committee moreover the Fire Department Administration, further, to authorize the dismissal of outstanding and unrealized debt as recommended. Motion carried, 5-0.*

Chairman Dumont: I just want to say for both parts I appreciate you the in-depth information and going through and giving the presentation for everybody.

Deputy Chief Enos: Thank you and thank you to the Policy Sub-Committee I know Selectman Jakoby is very up on transparency and that was the best thing it made it so transparent for you guys to understand and then if you're ever asked so it's very helpful to have all the parties. Finance, the town accountant, the Town Administrator, that we've all taken time to meet and be on the same page hopefully this will work out. I appreciate your support on this I wish you all happy holidays and stay warm.

## **8. NEW BUSINESS**

### **A. EMS Fee Schedule – Fire/Decision**

Chairman Dumont: Thank you very much, sir. So next up as Mr. Sorenson said would be item 8A that we kind of segwayed into so to schedule a public hearing for the 13th of January, do we have a motion for that?

*Selectman Jakoby made a motion, seconded by Selectman Vurgaropoulos, for the Town of Hudson Fire Department to post for a public hearing regarding ambulance billing rates to be presented at the January 13, 2026, Board of Selectmen meeting. Motion carried, 5-0.*

### **B. Request to Release Funds – Police/Decision**

Chief Cayot: Thank you, I appreciate it.

Chairman Dumont: Thank you, sir.

Chief Cayot: So, I'm here tonight requesting that the Board release \$15,669 from the Hudson Logistics Center public safety money that we've discussed previously. What we're looking to buy is you'll see four things listed it

includes some software cloud storage as well as equipment and training that would allow us to do 3D mapping. This 3D mapping could be used for crime scenes, buildings, any area in town, but, one of the main uses we would use it for is collisions. So, when we go to a vehicle collision it would allow us to do a 3D map of that and it integrates. So, we had used some of this money to buy drones previously it integrates using the drone over the scene as well as this RTK that you'll see on here that connects into a cell phone to walk around the scene and it's continually taking GPS points in photos merging them into a 3D diagram that can then be used to take measurements and to then bring that to court if necessary. So we're looking to use the money to buy those four things that would give us that capability. Just to give you a little history currently we're using, or we're not using it currently because it stopped working, it was a total station that they had when I was hired over 24 years ago for accidents and we've been looking for a solution and this seems to be what's going to be the best especially where we already have these drones and it will allow us to do that.

Chairman Dumont: Fantastic.

Selectman Jakoby: So, this will make all of that much more efficient and safer because you'll be able to do it more quickly.

Chief Cayot: Correct. Actually, I'm looking at the website for this Pix4D, there's several testimonials from police departments saying that they can now clear an accident scene you know in like half the time they typically would so they can open the road quicker they don't now have people out in the road as long where there could be additional accidents or someone getting hurt.

Selectman Jakoby: Yeah, I think that's important for the public to know that this will exponentially help the department be safe and the public to have those roads open more quickly.

Chairman Dumont: I would agree I think it's an excellent use of the money it's a benefit to the taxpayer without having to foot the bill. So, any other questions or comments?

Selectman Guessford made a motion, seconded by Selectman Jakoby, to release \$15,669 of the Hudson Logistics Center Public Safety Money (Account #09-2000-2050-000-583) as defined by condition 61(d) of the Hudson Planning Board decision dated January 11, 2023, to the Hudson Police Department for the listed training and equipment: MATIC-OTC, \$6,999.00; Cloud-3 Year, \$1,690.00; Pix4D-Bad-Elf-Kit-RTK, \$3,990.00; TR-Onboard-Team-Noram, \$2,999.00; TOTAL, \$15,669.00. Motion carried, 5-0.

#### **C. Early Closure Request – Tax Collector/Decision**

Chairman Dumont: Next up we have I will recognize that Mr. Sorenson for an early closure request.

Roy Sorenson: All right at this time you saw this request last year I do have Christine Lizotte here as well tax collector to speak to this. Basically, looking to authorize the Town Clerk/Tax Collector's office, as well as the sewer department, you'll see that as well to close at 1 p.m. on Christmas Eve, that's via her recommendation. As I mentioned this was requested last year and granted if you have questions and or you want some more details I'm sure Chris can speak to that.

Christine Strout-Lizotte: Hi good evening. I'm here, again, this year to request your support and closing the Town Clerk/Tax Collectors office as well as the sewer department at 1 o'clock on Christmas Eve. As you can see on the letter, and I also mentioned last year, we have been doing this I went back as far as 2019 and we have closed the office at 1 o'clock on days that we were open. In those years there were three years that Christmas Eve fell on either the legal holiday or the weekend. I did go back, I did track last year how many customers we had on Christmas Eve and we had 14 customers from 8 until 1 o'clock on Christmas Eve, so, we didn't have a lot of business that day. So, again I'm requesting your support and being able to close the office at 1 o'clock so that the staff can go home or travel and spend time with their family.

Selectman Morin: So, if nobody has any questions ...

Chairman Dumont: I do, I don't think, I don't think anybody will be against it. We had this conversation last year I think it was unanimously supported, you'll see in the agenda there's two departments asking for an early closure. My question will be to Mr. Sorenson, how about just closing Town Hall at 1 o'clock?

Selectman Vugaropoulos: That was going to be my question, why can't we just do it across town?

Roy Sorenson: If so the Board grants that, I think staff would do that. I mean the understanding is the folks that are leaving are using earned time. So, that would still be in place so we could offer that to staff.

Chairman Dumont: I think it would be fair to offer it uniformly, personally. I mean, I just remember when we did this last year and I believe it was my first year as well, and you know, I don't think I was thinking of it that way that, okay, well you kind of left a couple of departments out there. So, I just I feel as though that I think that would be more than fair as long as it doesn't mess anything up that I'm not aware of.

Roy Sorenson: No, we can keep the Development Services Director in the building till 4:30 p.m. if we need to.

Chairman Dumont: We'll just leave him out.

Selectman Vugaropoulos: He's gonna, he's gonna make up that paid time for everybody.

Christine Strout-Lizotte: Yes, we'll keep him at the front door, he can be the greeter for the day.

Roy Sorenson: So I have a staff meeting Thursday I can bring it up with the staff. I think it's I think it's a good thing to do and we'll give that option to folks and if they want to leave they can at one o'clock.

Selectman Morin: I'll second your motion.

Chairman Dumont: So, the only thing that I would, obviously, would be authorizing, I guess at this point, would be the Town Administrator to close Town Hall early at 1 p.m. on Christmas Eve December 24<sup>th</sup>, 2025 we'll wait, just for clarification.

Selectman Guessford: So, I understand, if they want to leave they can take their own time, but, they can stay and not take their time, correct? So, the town hall would still be closed but they would still be here if they decided that they didn't want to take their own time.

Selectman Morin: Yeah, I the reason why that this happened is in the past Town Hall closed for snowstorm and they just gave everybody the time off and then there was grievances because all the other departments had to work no matter what, that's why it has to be done this way.

Selectman Guessford: But no, I don't have any problem with, say somebody says I don't want to use my own time right, you can't you can't force them to use it if they want to stay and work.

Selectman Jakoby: They can work.

Selectman Guessford: Right, right.

Roy Sorenson: You can't force them to use it if they want to stay and work. Like I said I'll have a meeting Thursday with the department heads we can discuss it there, you take a general motion. I think we understand the spirit of the intent of the motion and then we can I can certainly have the authority to adjust that as we need be and then the department heads need to take a look at their respective staff and see if that works or not.

Chairman Dumont: I would agree. I just want to make sure that was extended to all the departments.

Selectman Jakoby: Yes.

Selectman Morin: Well not all the departments let's get that right.

Chairman Dumont made a motion, seconded by Selectman Guessford, to authorize the Town Administrator to close at 1 p.m. on Christmas Eve, December 24, 2025, according to operational needs. Motion carried, 5-0.

#### **D. Early Closure Request – Assessing/Decision**

Please note the motion above reflects the Selectmen's decision for this item as well.

**E. November FY26 Revenue and Expenditures – Administration/Informational**

Roy Sorenson: Now if we could only get the early closure request for Selectmen meetings that would be doing pretty good.

Selectman Vugaropoulos: We're doing pretty good, actually.

Roy Sorenson: Not bad, not bad. Now I'm going to slow things down I guess, right?

Chairman Dumont: Take it away with the revenues and expenditures.

Roy Sorenson: So, this is revenue expenditures through November obviously if FY26. So, at this point we're looking at 42% through the fiscal year, so that's kind of our benchmark. Take a look at the general fund, we're around 45%. Sewer fund, we're in at 60 and then our water fund we're coming in around 43%, all right? So, as we talked about this before there's no surprises here, what is the differential there? It's usually the encumbrances and the general fund we have about \$3.3 million encumbered so, that cranks that number up a little bit. Sewer fund, even more to bring that number up around \$660, \$660,000, excuse me, and then the water fund, about \$827,000. So, in general we're pretty balanced at this point, nothing, no real red flags right now to report. Expenditure snapshot, if we dive into the detail a little bit more and break it down for departments, you'll see the ones that are coming in over the what I would call the high-water mark, or, the ceiling at this point at 42%. Legal, that number is just, that bar is going to stay there and that green line is gonna catch it, all right? That's just, we put the money out into a contract and we'll spend it down, what we don't spend goes back in into the fund. DPW, his paving is done and typically Director Twardosky splits it where he does some in the fall some in the spring. He got a good jump here in the fall since he's expended that money. Development Services Department, engineering services contracts that let out to the consultancy uses, he pays those up in advance and then he generates those bills as they come in during the year. Non-departmental, again, the green ball will catch that by year's end, you'll be hitting that number. And then the sewer fund, that's basically our first bulk payment to the National Wastewater Treatment Plant and that's why you see that major encompasses. Revenue right now, again, 42%. We are coming in at 36%, so a little bit behind. If we look at the ones that we could pay close attention to that's going to be a motor vehicles, we're doing good, we're hundred thousand up. On that note, then some of the other larger ones that I bring in, what's interesting is I did look at Fran's report. Fran's numbers are more up-to-date than mine because the ambulance billing will be north of what's on this report. So, that's completed when I ran this report, that wasn't done yet so we're actually above the FY25 number at this point. But again, overall, it's in the general ballpark. I mean if we're at 15% I'd say would have some issues. But, for the most part, I think we're pretty good at this point of the year. Five out of 12 months, six months coming up, that'll be the next report. I think I'll stop bringing the salaries in and the articles and we'll get into some more detail and carry those through up until the end of the year. We do have the actual breakdown in your packet with the fine, fine numbers and you have an even more detailed report upstairs if you choose to look at that as well. Any questions?

Chairman Dumont: As always, thank you very much for the detailed report and the visual. I think the Board very much appreciates that, so thank you. No other questions or comments? We're going to roll then into Selectman Liaison Reports and Other Remarks.

**9. SELECTMEN LIAISON REPORTS/OTHER REMARKS**

Selectman Vugaropoulos: Thank you Mr. Chair. As you know we're in the midst of budget season. We pushed the town budget over to the Budget Committee and we're currently looking at school budget and it's, it's getting interesting. So, you know how that goes we got three meetings this week and it's really all I have at the moment.

Selectman Morin: ConCom met last night, they reviewed a permit for wetlands last night for a project possibly going off on Bockes Road. As you guys all got an email today, HCTV won first place for their videos on the bridge construction and they won third place on an ROTC video that they did. The Chairman's already talked about the food pantry, I just want to bring that up again. That was a huge, huge thing for the pantry. The telephone itself raised just over \$30,000 dollars and then we had an anonymous donor who gave us \$50,000 on top of that. So, originally that was just to match what raised and they just decided to give us the whole \$50,000. So, the food pantries going very well, our numbers are way up since things have taken place with the federal government, the

tariffs and things like that. So, this is going to come in very handy because we've got many more clients and we've got next weekend, the Christmas distribution, which is a lot larger than it normally is because of the situation. So, that's going to come in perfect. We did have one member of the ConCom resigned last night, it was an alternate position, just couldn't make the meetings and resigned. So, the chairman's going to move forward with Lorrie to get that put out there so we can see if anybody would like to join the ConCom. I wish everybody a Merry Christmas and a Happy New Year.

Selectman Jakoby: Thank you. I wanted to update the Sustainability Advisory Committee as I said before will not be meeting in December, but they did have a great presentation for Button-Up New Hampshire. If you want to get more information about how you can save money and in your energy costs please take a look at that video, it is posted on HCTV and that information is still true. Also, their charter will be looked at in January by this Board, the first charter, and we hope that there'll be more charters coming through for other committees. The Benson Park Advisory Committee is also moving forward with the sled race, for the cardboard sled race, I think is January 10th which is before we meet so I just wanted to mention that so keep a lookout for that. And, Sustainability is collecting Christmas lights so look out for that and I just want to say both committees are looking for more volunteers to be on their committee to fill out their committee. If you have any passion for Benson Park or Sustainability, please fill out the application so that you might be appointed to those committees. I want to wish everybody Happy Holidays however you celebrate please continue to be safe and enjoy our community and all the wonderful things that are happening and Happy New Year as well.

Selectman Guessferd: Okay we have first planning board meeting tomorrow night, we have three site plans on the on the agenda. It's our last planning board meeting of the year and a conceptual site plan so if you have comment public input on any of those plans you know come on over and be happy to hear your public input for that. Library next week, last library meeting of the week of the year next Wednesday. And I guess the big thing for fun, for the holidays, we've got a special visit on Sunday by Santa, he's going to be coming to the town starting at noon. If you go to the rec department website there is a schedule of when he's going to be coming through your street on Sunday afternoon so make sure you're out there and you know dressed appropriately and cheering for him and it should be a lot of fun. So this is I think the fourth or fifth annual one that we've done and it proves to be a lot of fun make sure you dress for the weather though depending upon whatever the weather is. And I guess on top of that just as everyone please have a happy healthy and safe holiday season enjoy and spend that time with family and friends and we'll be ready to come back at the beginning of the year all rejuvenated and rested and just to go out and go at it again. But thank you very much appreciate everyone's support and after the first of the year we're gonna be doing, there's gonna be a lot more going on with the budgets with the town meeting, get involved, get informed and we'll be having our deliberative sessions and the vote. So, we really love to have people come out and really you know, let's make this a year when you know, we have a lot of participation a lot more you know, folks coming out to the deliberative sessions and to Vote in March. Thank you very much.

Chairman Dumont: For me, just as far as committee meetings, we have zoning board this coming Thursday it's our only meeting this month. Relatively light agenda but nonetheless, we will have a meeting in the Buxton room at 7 p.m. on Thursday. With that I just want to say that I think Hudson is truly grateful with how much we get to be visited by Santa I know my kids absolutely love it. I think it's amazing when you see that kind of community support in the way the community the Recreation Department and other members of come together. Like I mentioned earlier it was amazing to me for the food pantry to get to watch that over the weekend in the telethon. So, I truly do believe Hudson is blessed when it comes to the support and the town as a whole as we come together. We're able to help people and put on a good show whether it be from Santa Claus or a tree lighting or little things here and there but truly makes you proud to be a part of the town. I just wanted to say you know I hope everybody enjoys the holidays, Merry Christmas and a Happy New Year take the time to relax with the family and have a good end of your year. Thank you very much and I will turn it over to Mr. Sorenson.

#### **10. REMARKS BY TOWN ADMINISTRATOR**

Roy Sorenson: I'll do a quick update. Hudson Police, I talked about this the last meeting, they've been doing some training. They actually did some night training, too. You did endorse some of their purchases and they'll continue to use those. This is some of the stuff from the purchases past year that helps them engage in night activities if need be. And then you can kind of see their calls for service for the month of November, a little under 2,300 and

as much as to a little bit over 200 reports taken overall, so they continue to be busy at PD. Public Works, they got hit early I think the first plowable storm December 2<sup>nd</sup>, so it was eight inches of heavy wet snow. I thought they did a great job given the circumstances just another messy storm, snow, rain, sleet, back to snow. Overall, I think they got through it as it was a daytime storm they get caught in between the other morning commute which they get left out on with the evening commute on the backside, so good job for that. I guess a good sort of storm to break it break the ice as they say. Speaking of Santa, yeah, he was here and unfortunately, I couldn't make it but, I had heard this was a great time Santa did a good job and he's coming back on Sunday so that's great for the community and the kids. They enjoy it, it's a great time of year to be a to be a young child and certainly Hudson does a great job supporting the community in that effort. I talked about this the last meeting but this is officially here because I think it's important, Jim Michaud won the New Hampshire Association of Assessing Officials President's Award. That's him with Doug Irvin from Bedford, New Hampshire as well, who was the past president at this point. But obviously, just talking about Jim, he's consistently demonstrated exceptional dedication expertise and generosity in keeping assessors statewide well-informed of the many legislative bills emerging from Concord. Just some of the things he does I think this Board knows that he's been an asset to this town for 30 years and it continues to be so, congratulations to him. And then just kudos to our December recognition these are the employees here with the December anniversary dates. Wide range, you can see Chief Tice tops the list of 29 years to Director Twardosky right under him and then you can see we have a bunch of new firemen here a little over a year in and so a good range of years of service department-wide as well. History snippets, so this was interesting because this was actually, so this is the Twin Span Bridges and you talk about useful life and things of that nature. So, the bridges are from 1975 when they went in and then obviously there were deck improvements this year and they were dealing with some of the bridge abutments so it kind of gives you a sign of age and how long things last. The other thing with this is, to Selectman Morin and actually talked about the award that HCTV won, was based on this project they did a fantastic job, I'll highlight that at next month's because I didn't have the information in time. But just truly a great project I think the bridge is in a good place now, it was obviously a great project for the towns both Nashua and Hudson back in the 70's. So, that's my history snippet for this month anyways and that's all I have I would wish the Board and the folks in Hudson, committee members, obviously staff and residents, Merry Christmas Happy, New Year and hopefully everyone has a safe time and enjoys the holidays and I'm looking forward to it myself.

Chairman Dumont: Thank you, Mr. Sorenson. With that, that wraps up the reports we're going to roll into Item 12 motions that were made during our non-public session. So, I will ask when you get situated if you don't mind, please reading motion number one into the record.

**11. REMARKS BY SCHOOL BOARD – Excused**

**12. MOTIONS MADE IN NONPUBLIC**

Selectman Morin made a motion, seconded by Selectman Vurgaropoulos, to hire Ava Malley for the position of Police Telecommunications Technician with a starting salary of \$25.05 (step 1) per hour, all in accordance with the Hudson Police Employee Association Contract as recommended by the Police Chief. Motion carried, 5-0.

Selectman Guessferd made a motion, seconded by Selectman Vurgaropoulos, to retire K9 Ice, effective 12/10/25 at 0700 hours, and sell Ice to K9 Handler, Daniel Donahue, for \$1.00. Motion carried, 5-0.

Selectman Morin made a motion, seconded by Selectman Vurgaropoulos, for the Board of Selectmen to continue to cover the Town-funded HSA high deductible plan contributions through Fiscal Year 2029 or upon procurement of a new health insurance provider. Motion carried, 5-0.

**13. ADJOURNMENT**

*Selectman Morin made a motion, seconded by Selectman Guessferd, to adjourn at 8:58 p.m. Motion carried, 5-0.*

Recorded by HCTV and transcribed by Lorrie Weissgarber, Executive Assistant.

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Dillon Dumont, Chairman

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Bob Guessferd, Vice-Chairman

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Xen Vurgaropoulos, Selectman

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Heidi Jakoby, Selectman

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Dave Morin, Selectman