



TOWN OF HUDSON

Office of the Town Administrator

12 School Street
Hudson, New Hampshire 03051



Roy E. Sorenson, Town Administrator • rsorenson@hudsonnh.gov • Tel: 603-886-6024 • Fax: 603-598-6481

To: James Lawrence, Budget Committee Chairman
From: Roy E. Sorenson, Town Administrator
Cc: Budget Committee
Selectman Vurgaropulos
Date: May 5, 2025
Re: MRI "Mentoring" Information

The following has been submitted as requested by Budget Committee Member Bill Cole:

1. *Confirmation that the Town / Fire Department has received the 4 (four) quarterly "written summaries of program actions and progress" as designated in the above reference (paragraph II, Organizational Support, 5th "bullet", p.2).*

To date there has been one quarterly report (attached) received from MRI as part of the Professional Development and Mentoring Services with Chief Tice and/or the Fire Department. MRI will be sending the second quarterly report over the next week. This contract was executed on March 11, 2024, and was expected to last eight to twelve months, however the schedule has been flexible as Chief Tice has also been pursuing his Masters Degree during the same period.

2. *Hard copy of all Invoices submitted by MRI as related to the above referenced Agreement.*

The invoices that have been received and paid are attached and summarized in the table below:

INVOICE	DATE	AMOUNT
24863	4/12/2024	\$2,523.42
24941	5/16//2024	\$10,502.59
25071	6/27/2024	\$1,432.26
25144	7/19/2024	\$1,374.76
25208	8/8/2024	\$950.46
25296	9/12/2024	\$690.00
25370	10/10/2024	\$891.25

25444	11/13/2024	\$862.50
25542	12/9/2024	\$2,362.25
25628	1/21/2025	\$230.00
25726	2/18/2025	\$632.50
25793	3/12/2025	\$690.00
TOTAL		\$23,141.99

Please let me know if you have additional questions or concerns.

66 Main Street, Suite B
Plymouth, NH 03264

International Drive
Portsmouth, NH



Telephone: (603) 279-0352
Toll Free: (866) 501-0352

all@mrgov.com
www.mrigov.com

August 6, 2024

Mr. Steve Malizia, Town Administrator
Town of Hudson
Hudson, New Hampshire 03051

Dear Steve:

Thank you for providing our team with the opportunity to support Chief Tice. As the team leader, I was tasked to develop and deliver a mentoring program that would assist Chief Tice in his role of Fire Chief and Emergency Manager for the Town of Hudson.

Mentoring offers numerous benefits for the mentee, such as personal growth, networking and relationship building increased confidence and self esteem just to name a few. The intent of my meeting with Chief Tice was to provide advice on navigating the nuances of the fire service and to offer strategies to overcome obstacles that present themselves internally and externally while working as Fire Chief in the Town of Hudson.

The following nine items provide an overview of mentoring program to date.

1. **Leadership Development:** It is imperative for a Fire Chief to inspire and motivate their team. By reviewing leadership styles and strategies, the leadership team can be encouraged to meet their full potential.
2. **Command Staff Introduction:** On March 28th, Chief Tice introduced me to his command staff and team. We spent the day reviewing the communication strategies and collaboration efforts within the Hudson Fire Department. Ideas and concepts were shared to improve relationships and foster collaboration within Chief Tice's team and the Department.
3. **Nominal Group Process:** On April 18th Raymond Gretz, MRI Consultant, and I held a nominal group process with the leadership team of the Hudson Fire Department. This included the Fire Chief, Deputy Fire Chiefs, Captains, and Lieutenants along with the Executive Assistant to the Fire Chief. This group process was designed to foster interactions between all levels from the company officer's up through the administrative staff. The goal was to take all items identified in the strategic plan and narrow the list

down to a top 5 prioritization list that could become action items the department as a priority list for the next year. A meeting was held with your Command Staff on April 19th to recap the group process on the 18th.

4. **Human Resources Briefing:** On May 1st, Kathleen Buckley, MRI Consultant on Human Resources, and I conducted a training program for the command staff on the ever-changing environment that identifies best practices and industry standards when it comes to Human Resources and how to manage staff on the fire/rescue services.
5. **Strategic Planning:** Establishing a clear vision and strategic plan for the department is essential. Developing long term goals, creating effective operational plans, and implementing strategies to enhance efficiency and effectiveness within the department is a key element to strategic planning.
6. **Professional Growth:** Continuous professional development is crucial in any leadership role. Training opportunities, courses and conferences that can help enhance one's knowledge and skills in areas such as emergency management, risk assessment and firefighter safety are key to a be a successful fire chief.
7. **Fire Chiefs Roundtable:** On July 10th, Chief Tice attended with me a round table discussion and seminar held in Portsmouth N.H. This roundtable was eld with several new chiefs that our team is working with in attendance. This meeting was positively reviewed, and several chiefs commented on the support and high value they received from this structured meeting.
8. **Stakeholder Engagement:** Building strong relationships between internal and external stakeholders is vital for the success of any fire department. This includes insight into effective communication strategies, collaboration techniques and community engagement initiatives that can strengthen the department's reputation and support.
9. **Personal Well-Being:** Being a Fire Chief can be demanding and stressful. Having a support network offering guidance on maintaining a healthy work-life balance, managing stress, and prioritizing self-care to ensure a long term and effectiveness as a leader.

In addition, Chief Tice and I have met on several occasions over the months to share career journeys, including successes and failures. Providing Chief Tice a network or person to be able to communicate with and share these trials and tribulations along with successes, creates a supportive network to learn valuable lessons, avoid common pitfalls enabling Chief Tice to make effective choices in his role as Fire Chief.

Chief Tice continues to work on his education and classes to complete his degree. Chief Tice has seen successes take place with buy in from his team for new initiatives, promotions within the

Department, grant awards and success with support from the voters at Town Meeting. Recruitment efforts have benefited the department with less reliance on overtime this year with less vacancies because of initiatives taken by Chief Tice.

As we move forward toward the second half of our mentoring program, future meetings will focus on administrative roles, such as budgeting and external partnerships, by meeting with other Fire Chiefs and Town Managers/Town Administrators from communities outside of the greater Hudson area.

Mentoring is a continual process to meet the needs of aspirations and challenges. Chief Tice has met the challenge and reached out on several occasions to keep myself as the mentor in the loop of his successes and challenges. This continuous engagement demonstrates Chief Tice's willingness to grow and reach deeper connections to enhance his effectiveness as a leader. Please contact me with any questions.

Respectfully Submitted,

Michael McQuillen

Municipal Resources, Inc.



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

no
Invoice

Invoice Date:	Invoice #:
4/12/2024	24863

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

RECEIVED

APR 15 2024

TOWN OF HUDSON
SELECTMENS OFFICE

Due Date:	Contract:
5/12/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Professional Development and Mentoring Services provided in March 2024			
3/9/2024	Sr Consult	Duggan, B.	Team coordination with Ray and Mike. Develop contract.	1	0.00	0.00
3/10/2024	Sr Consult	Duggan, B.	Team coordination and scheduling. Upload agreement.	1	115.00	115.00
3/13/2024	Sr Consult	McQuillen	Discuss program with B. Duggan.	1	115.00	115.00
3/14/2024	Sr Consult	Duggan, B.	Progress meeting.	1.25	115.00	143.75
3/16/2024	Sr Consult	McQuillen	Kick off meeting with Chief Tice.	1	115.00	115.00
3/17/2024	Sr Consult	Duggan, B.	Scheduling and coordination.	0.5	115.00	57.50
3/18/2024	Sr Consult	Duggan, B.	Virtual meeting with Chief Tice and Mike M. Follow up on HR component.	1.5	115.00	172.50
3/20/2024	Sr Consult	Duggan, B.	Review and upload professional development plan to Mike.	0.5	115.00	57.50
3/21/2024	Sr Consult	Duggan, B.	Develop HR content and HR team member.	0.75	115.00	86.25
3/25/2024	Sr Consult	Duggan, B.	Scheduling, build HR component outline.	0.5	115.00	57.50
3/27/2024	Sr Consult	Duggan, B.	Virtual meeting with Mike McQuillen and Kathleen Buckley.	1.5	115.00	172.50
3/27/2024	Sr Consult	McQuillen	Discuss program with Kathleen Buckley.	1	115.00	115.00
3/28/2024	Sr Consult	McQuillen	Mentoring with Chief Tice.	8	115.00	920.00
3/28/2024	TTime	McQuillen		2	57.50	115.00
3/30/2024	Sr Consult	McQuillen	Sending email and crafting reports.	2	115.00	230.00
3/28/2024	Mileage	McQuillen		76	0.67	50.92

Thank you for your business.

Total This Invoice \$2,523.42

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

Invoice Date:	Invoice #:
5/16/2024	24941

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
6/15/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Professional Development and Mentoring Services			
3/28/2024	Consult	Buckley	Project assignment: meeting.	0.5	115.00	57.50
4/1/2024	Sr Consult	McQuillen	Email, outline for project on 4/18 & 4/19.	2	115.00	230.00
4/1/2024	Sr Consult	Gretz	Develop material for Mission & values update.	3	115.00	345.00
4/3/2024	Sr Consult	McQuillen	Email correspondence with Brian, Ray, Scott.	2	115.00	230.00
4/4/2024	Sr Consult	McQuillen	Discussion with Ray Gretz on project.	1	115.00	115.00
4/5/2024	Sr Consult	McQuillen	Conference call on nominal group meeting.	2	115.00	230.00
4/6/2024	Consult	Buckley	Researched dept NH Employment Laws: developed outline & presentation.	4	115.00	460.00
4/8/2024	Sr Consult	Duggan, B.	Development of meeting outline, calls with Mike and Ray.	0.75	115.00	86.25
4/11/2024	Sr Consult	Gretz	Material development.	3	115.00	345.00
4/14/2024	Sr Consult	McQuillen	Work on PPT for HR and nominal group.	2	115.00	230.00
4/15/2024	Sr Consult	Gretz	Material development.	3	115.00	345.00
4/16/2024	Sr Consult	McQuillen	Work on PPT for HR.	2	115.00	230.00
4/17/2024	Consult	Buckley	Inserted outline in a PowerPoint for Mike and chief meeting/mentoring.	1	115.00	115.00
4/18/2024	Sr Consult	McQuillen	Nominal group process.	8.5	115.00	977.50
4/18/2024	TTime	McQuillen		1	57.50	57.50
4/18/2024	Sr Consult	Gretz	Strategic plan prioritize & leadership workshop.	8	115.00	920.00
4/19/2024	TTime	McQuillen		1	57.50	57.50
4/19/2024	Sr Consult	McQuillen	NPG follow up with command staff and tour.	8	115.00	920.00
4/19/2024	Sr Consult	Gretz	Meetings and follow up.	8	115.00	920.00
4/20/2024	Sr Consult	McQuillen	Draft of NPG.	2	115.00	230.00
4/21/2024	Sr Consult	McQuillen	NPG draft and HR draft.	2	115.00	230.00

Thank you for your business.

Total This Invoice

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

Invoice Date:	Invoice #:
5/16/2024	24941

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
6/15/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
4/27/2024	Consult	Buckley	Developed final MRI slide; incorporate feedback and scenarios.	6	115.00	690.00
4/29/2024	Sr Consult	McQuillen	Finalize HR PPT presentation.	2	115.00	230.00
4/30/2024	Sr Consult	Duggan, B.	Work with HR PowerPoint, team coordination with Ray and Mike.	1.5	115.00	172.50
4/30/2024	Consult	Buckley	Reviews; prep files; printed for fire chief.	1	115.00	115.00
4/18/2024	Mileage	McQuillen		39	0.67	26.13
4/19/2024	Mileage	McQuillen		39	0.67	26.13
5/1/2024	Consult	Buckley	Presented in AM to chief and leaders in afternoon.	7.5	115.00	862.50
5/1/2024	TTime	Buckley		2	57.50	115.00
5/1/2024	Mileage	Buckley		86	0.67	57.62
	Meals	Public Safety...	Meals for MRI Team Members (see attached)	1	183.52	183.52
	Supplies	Public Safety...	R. Gretz Supplies (see attached)	1	44.98	44.98
	Travel	Public Safety...	R. Gretz fuel (see attached)	1	24.06	24.06
	Hotel	Public Safety...	Hotel for MRI team members (see attached)	1	623.90	623.90
Thank you for your business.				Total This Invoice \$10,502.59		

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

Invoice Date:	Invoice #:
6/27/2024	25071

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
7/27/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Professional Development and Mentoring Services - Hours in May for M. McQuillen			
5/1/2024	Sr Consult	McQuillen	HR presentation with Kathleen Buckley.	9	115.00	1,035.00
5/1/2024	TTime	McQuillen		2	57.50	115.00
5/13/2024	Sr Consult	McQuillen	Email Chief Tice and create HR Summary.	2	115.00	230.00
5/1/2024	Mileage	McQuillen		78	0.67	52.26
Thank you for your business.				Total This Invoice \$1,432.26		

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

Invoice Date:	Invoice #:
7/19/2024	25144

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
8/18/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in June 2024			
6/5/2024	Sr Consult	Duggan, B.	Update on team progress. Project next steps and coordination.	0.5	115.00	57.50
6/9/2024	Sr Consult	Duggan, B.	Team coordination. Development of roundtable meeting for Chief Tice.	1.25	115.00	143.75
6/13/2024	Sr Consult	McQuillen	Day with Chief Tice to review and plan.	8	115.00	920.00
6/13/2024	TTime	McQuillen		2	57.50	115.00
6/14/2024	Sr Consult	Duggan, B.	Development of pertinent content for roundtable.	0.75	115.00	86.25
6/13/2024	Mileage	McQuillen		78	0.67	52.26
Thank you for your business.			Total This Invoice \$1,374.76 ✓ <i>me</i>			

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

Invoice Date:	Invoice #:
8/8/2024	25208

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

RECEIVED

AUG 12 2024

TOWN OF HUDSON
SELECTMENS OFFICE

Due Date:	Contract:
9/7/2024	Fire Prof'Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in July 2024			
7/5/2024	Sr Consult	Duggan, B.	Development of Roundtable agenda and content.	1.25	115.00	143.75
7/10/2024	Sr Consult	Duggan, B.	Development of roundtable agenda and content.	1.5	115.00	172.50
7/10/2024	TTime	Duggan, B.		0.75	57.50	43.13
7/10/2024	Sr Consult	McQuillen	Chiefs roundtable in Portsmouth.	4	115.00	460.00
7/10/2024	TTime	McQuillen		2	57.50	115.00
7/10/2024	Mileage	Duggan, B.		24	0.67	16.08

Thank you for your business.

Total This Invoice ✓ \$950.46 *mc*

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

NA

Invoice

Invoice Date:	Invoice #:
9/12/2024	25296

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

RECEIVED

SEP 15 2024
TOWN OF HUDSON
SELECTMENS OFFICE

Due Date:	Contract:
10/12/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in August 2024			
8/6/2024	Sr Consult	McQuillen	Complete summary of progress.	1	115.00	115.00
8/8/2024	Sr Consult	Duggan, B.	Project update. Develop and edit mentoring report.	2.25	115.00	258.75
8/30/2024	Sr Consult	Duggan, B.	Project update and development of next steps.	1.5	115.00	172.50
8/30/2024	Sr Consult	Duggan, B.	Develop next steps. Brief Don Bliss on mediation. Coordinate with team.	1.25	115.00	143.75
Thank you for your business.				Total This Invoice \$690.00		

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

ht
Invoice

Invoice Date:	Invoice #:
10/10/2024	25370

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

RECEIVED
11 2024
SEAL OF THE TOWN OF HUDSON
TOWN CLERK'S OFFICE

Due Date:	Contract:
11/9/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in September 2024			
9/13/2024	Sr Consult	Duggan, B.	Professional development and planning next steps.	2	115.00	230.00
9/20/2024	Sr Consult	Duggan, B.	Project coordination on mediation. Efforts.	1	115.00	115.00
9/25/2024	Sr Consult	Duggan, B.	Coordination of executive summary report for TA.	1.25	115.00	143.75
9/26/2024	Sr Consult	Duggan, B.	Coordination with ATA, develop executive summary, review with ATA and finalize.	2	115.00	230.00
9/27/2024	Sr Consult	Duggan, B.	Review finances, and reconciliation from Katy. Adjust executive summary and upload.	1.5	115.00	172.50
Thank you for your business.				Total This Invoice \$891.25		

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

RECEIVED
NOV 18 2024
TOWN OF HUDSON
SELECTMENS OFFICE

Invoice Date:	Invoice #:
11/13/2024	25444

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
12/13/2024	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in October 2024			
10/2/2024	Sr Consult	McQuillen	Email and correspond to set up mentoring meeting time with Chief Tice.	2	115.00	230.00
10/7/2024	Sr Consult	Duggan, B.	Project coordination and roundtable development.	1	115.00	115.00
10/15/2024	Sr Consult	Duggan, B.	Development of roundtable. Coordination with Mike M.	1.5	115.00	172.50
10/22/2024	Sr Consult	McQuillen	Discuss issues and ideas of roundtable with Kathleen B.	2	115.00	230.00
10/30/2024	Sr Consult	McQuillen	Correspond with chief and Kathleen B.	1	115.00	115.00
Thank you for your business.				Total This Invoice \$862.50		

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

Invoice Date:	Invoice #:
12/9/2024	25542

RECEIVED

DEC 13 2024

TOWN OF HUDSON
SELECTMENS OFFICE

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
1/8/2025	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in November 2024			
11/4/2024	Sr Consult	McQuillen	Review PP for chiefs roundtable.	2	115.00	230.00
11/6/2024	Sr Consult	McQuillen	Review PP and email for chiefs roundtable.	2	115.00	230.00
11/9/2024	Sr Consult	Duggan, B.	Develop roundtable content on logistics.	1.25	115.00	143.75
11/10/2024	Sr Consult	McQuillen	Finalizing presentation with Houghton, Buckley.	2	115.00	230.00
11/12/2024	Sr Consult	Duggan, B.	PowerPoint presentation development.	0.75	115.00	86.25
11/13/2024	Sr Consult	Duggan, B.	Delivery of roundtable.	1.25	115.00	143.75
11/13/2024	TTime	Duggan, B.		0.5	57.50	28.75
11/13/2024	Consult	Buckley	Roundtable.	2	115.00	230.00
11/13/2024	TTime	Buckley		0.5	57.50	28.75
11/13/2024	Mileage	Duggan, B.		25	0.67	16.75
11/13/2024	Mileage	Buckley		25	0.67	16.75
11/11/2024	Sr Consult	McQuillen	Email, finalize program for roundtable.	3	115.00	345.00
11/13/2024	Sr Consult	McQuillen	Chiefs roundtable.	4.5	115.00	517.50
11/13/2024	TTime	McQuillen		2	57.50	115.00
Thank you for your business.				Total This Invoice \$2,362.25 ✓		

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

RECEIVED

JAN 24 2023

TOWN OF HUDSON
SELECTMENS OFFICE

hjt

Invoice

Invoice Date:	Invoice #:
1/21/2025	25628

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
2/20/2025	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
12/20/2024	Sr Consult	McQuillen	Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in December 2024 Emails, communications.	2	115.00	230.00

Thank you for your business.

Total This Invoice \$230.00 *hjt*

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

RECEIVED

FEB 21 2025

TOWN OF HUDSON
SELECTMENS OFFICE

Invoice

Invoice Date:	Invoice #:
2/18/2025	25726

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
3/20/2025	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in January 2025			
1/8/2025	Sr Consult	McQuillen	Emails and work on finalizing.	1	115.00	115.00
1/12/2025	Sr Consult	McQuillen	Schedule and coordinate Don B.	2	115.00	230.00
1/20/2025	Sr Consult	Duggan, B.	Project coordination and listing action items.	1.25	115.00	143.75
1/22/2025	Sr Consult	Duggan, B.	Project coordination and development of meetings.	1.25	115.00	143.75
Thank you for your business.						
Total This Invoice						\$632.50

THANK YOU!

Phone #

603-279-0352 x300



Municipal Resources, Inc.

66 Main Street, Suite B
Plymouth, NH 03264

Invoice

RECEIVED
MAR 17 2025
TOWN OF HUDSON
SELECTMENS OFFICE

Invoice Date:	Invoice #:
3/12/2025	25793

Bill To:
Steve Malizia, Town Administrator Town of Hudson 12 School Street Hudson NH 03051

Due Date:	Contract:
4/11/2025	Fire Prof Devel & M...

Date	Item	Provided by	Description	Hours/Qty	Rate	Amount
			Town of Hudson, NH: Fire Professional Development & Mentoring Services provided in February 2025			
2/7/2025	Sr Consult	Bliss	Phone interview with Deputy Chief Paquette regarding command staff relations/operations.	1.5	115.00	172.50
2/13/2025	Sr Consult	Bliss	Telephone interview with FD executive coordinator.	1	115.00	115.00
2/18/2025	Sr Consult	Bliss	Telephone interview with Deputy Chief Enos: follow up coordination with Mike M.	2.5	115.00	287.50
2/28/2025	Sr Consult	Bliss	Telephone interview with Chief Tice.	1	115.00	115.00
Thank you for your business.				Total This Invoice \$690.00		

lml

THANK YOU!

Phone #
603-279-0352 x300