

HUDSON, NH BOARD OF SELECTMEN
Minutes of the August 2, 2016 Workshop Meeting

1. CALL TO ORDER - by Chairman Luszey the workshop meeting of August 2, 2016 at 7:01 p.m. in the Selectmen's Meeting Room at Town Hall.

2. PLEDGE OF ALLEGIANCE - led by Chief Jason Lavoie.

3. ATTENDANCE

Board of Selectmen: Ted Luszey, Marilyn McGrath, Roger Coutu, Pat Nichols, Angela Saucier

Staff/Others: Steve Malizia, Town Administrator; Donna Graham, Executive Assistant; Chief Jason Lavoie; Chief Rob Buxton; Kathy Carpentier, Finance Director; Lisa Nute, IT Director; Kevin Burns, Road Agent; Patti Barry, TC/TC; John Cashell, Town Planner; Jim Michaud, Assistant Assessor; Dave Yates, Recreation Director; Elvis Dhima, Town Engineer; Len Lathrop

4. PUBLIC INPUT

Chairman Luszey asked does anyone in the audience wish to address the Board on any issue which the Board has control of at this time.

5. DISCUSSION ITEMS

A. Discussion with Department Heads relative to future goals and objectives for the Town

Chairman Luszey noted that's what brings us to why we're here tonight. As you can see we have a full house. This is not a normal formatted meeting. Just for the folks that maybe tuned in and watching us, it may be a little difficult. It's not going to be run by the Robert's Rules of order or anything like that. This meeting is intended to be more of an open conversation. We'll try to keep the conversation so that we're not talking over one another. It's a conversation to get the department heads and the Board of Selectmen talking about some key issues. If I could point out on the wall behind the Chief of Police and the Rec. Department. What we're here for tonight. It's really to start talking about what our long-term infrastructure needs are. Specifically our fire, police, Town Hall, recreation, water and sewer capacity, technology, radio type of communications and things and hopefully the output of this meeting would be really to begin to put together a long-term set of strategic goals that we can assign to the different department heads and the Town Administrator to begin putting together a plan that we can use as a roadmap for the next 5 to 25 years. I would hope that that plan would be broken down to begin to address the issues with our buildings, our technology, the people, figure out how to create an active economic development plan for our town, how to address the tax rate so that going forward we are able to stabilize the tax rate so that folks in the town know with some level of predictability what their town portion will be, and more important to make the town aware of the issues that we're faced now an right out through the next 20 to 25 years. With that I would use if I can take a little bit of editorial license here. I'd like to turn the floor over to the Fire Chief to use the Burns Hill Fire Station and the needs of the Fire Department as a catalyst to start the conversation.

Good evening Mr. Chairman and members of the Board and fellow department heads. Chief Buxton stated as you are aware the last two years we've had a bond warrant article on the town's ballot for replacement fire station in the south end of Hudson. We've been working diligently to attempt to put a plan together to replace the facility down there. The building was built in the early '80s - '80, '81. We've outgrown the needs. The facility no longer supports what we need. We have three employees on the 24 hour basis out of that building living in 700 square feet of space with a three bay apparatus floor attached to it on a septic system and a well. The last three years we've attempted to bring forward a warrant article worth last year was \$2.2 million on town owned land on Lowell Road. The ballot was lost by 138 votes I believe it was. Those are our first concerns there.

As far as facilities goes on a successful side of the house, Chief Buxton said we're in the middle of a renovation here at the Lenny Smith Central Fire Station. It was predicted to add 10 years of life to that facility and the Robinson Road Station became staffed in 2012. It was a blank slate for us to go in and start to renovate and add dormitories and training facilities and stuff.

Chairman Luszey asked to jump in here. The renovations came about from my perspective as a result of at least two and I'm not sure if there were any other failed attempts to get a replacement for this Central Fire Station. To the credit of your staff and the Board of Selectmen then, they did come up with a plan to renovate the current station. My way of thinking about what's happening though is we got the renovation. It will add probably 10 to 15 years useful life of that facility. We then took a look at the need and said the Burns Hill is I guess I would call it toward its end of life. Those are my words and not anybody else's. We've had some recommendations twice now go to the voters and has failed. Giving the life cycle of how long it takes to get a major capital plan like that push through the entire budgeting cycle, the development cycle of it, and actually a shovel in the ground, you're talking anywhere from 2 ½ to 3 years. We're now the way I view it about 6 years into that life cycle that says should the votes approve that replacement next year, we'd be a year from then putting a shovel in the ground that says we'll be 12 to 18 months from then opening the replacement which then says we're looking at a replacement to Robinson Pond right on top of the voters approving the Burns Hill. Should that be approved right away, we would then be looking to come back to Central Fire Station because we are at

the end of the expansion's life cycle where we would be needing to look at what we do with Central Fire Station and not only that I believe that at that point in time because we're going to be 15, 20 years out. We'd be looking at what we need to do at the Town Hall and the Police Station. Given all that, I'm really looking for this group of people to help me understand how we plan for all of that. I'm all ears folks.

Jim Michaud asked don't we have a CIP process that actually accounts for that as well as the Master Plan that's quite dated. Chairman Luszey asked is it a useful process because it doesn't get to these issues. When I took a look at the CIP plan that talks about baseball fields, soccer fields, and things like that it doesn't address the capital needs of the working infrastructure of the town. If that's not doing it as an elected official to this town that primary responsibility is to provide the safety and well-being of its citizens, manage your tax rate, this is an attempt to get these issues on the board and begin putting some words down on a piece of paper that we can then start working and figuring out how to do it.

Just to piggy back off of Mr. Michaud provided that he didn't have any follow up to that. Jim Michaud said I didn't and I've not been terribly involved in the CIP process and that could be...Chief Lavoie noted one of the problems with the CIP process that I find is you want to come in there with costs but you really can't go in there with costs because you have to call in experts in order to get costs of how much does it cost for construction, furniture, and all these other things well they don't want to do it for free. We don't have a budget for it and that stuff takes time. When I've talked with Castle Bowes for example, they're the original people that designed our facility, you're looking at study of a minimum of \$30,000 - \$35,000 at least for them to come in and process things out. That's only a limited study. They told me that to look at all the setbacks and everything else the environmental things, it could be as much as \$75,000 for them to come up with a plan for you. Well \$75,000 I don't see me getting a budget of \$75,000 to be able to come in or even \$20,000 or \$15,000 to come in with something for the CIP meetings that outlines a decent plan. I have relied on the Assessor Mr. Michaud to give me some rough pricing and with his help two years ago was the last time I asked him to do it. It had come up to like \$283 a square foot. That was me coming up with a rough idea as to what I think we needed for an expansion.

Chairman Luszey was not so concerned about the cost yet. Right now we don't have a guiding principle or a guiding document that says where is Hudson going to be 15, 25 years from now. Given the way that the town is developing out and if you kind of buy in to the description of our building infrastructure as I described it, you would think that we should be discussing how we're going to address that. There's been conversations about do we go to a centralized complex. What are your thoughts on that or combines what I would call "safety facility". Have you given that consideration? I know Selectman McGrath has talked with the Town Planner about possible locations for just that purpose. I'm trying to get this group of people to put different alternatives and different thoughts on the table. I'm okay if this group says I'm off base on this one. I've been in this town for quite a few years now and we seem to be spinning our wheels when it comes to getting major capital projects done. I think we need to address them.

Selectman McGrath indicated I have talked to the Town Planner. I've also talked to the Town Engineer. As a matter of fact, that was last week I spoke with him about trying to identify the properties in town that would provide a more centralized location that wouldn't interfere with the traffic patterns that we're faced with the proposed fire station on Lowell Road. I don't know if they have anything tonight to discuss but I drive through Pelham every so often. They've moved a lot of their buildings - the fire, police, and their town offices are all in one complex in one area. Let me just say to get to them, you have to go through a couple of roundabouts which I'm not in favor of but I'm saying that tongue and cheek. It's a nice looking complex and it would make it easier for the residents whether they need to go the Police Department, the Fire Department, or town offices, it's all in one area. It also might be an opportunity for us to co-locate a building so that the polling place could also be located in that location and granted all of those ideas are at this moment pie in the sky. It would be many years before we'd ever see it really accomplished. If we started thinking about it and trying to identify locations, it might give us and we have town owned property that we can sell so that the cost of property wouldn't impact the taxpayers. It would actually be the building of the structures that would cost that.

Now several years ago and I (Selectman McGrath) mentioned this to Chief Lavoie when I visited with them a few weeks ago, I met with Chief Gendron and he had told me at that time that they were disappointed with the location and they weren't there very long either. They were disappointed with the location of the Police Department because of the location. They were finding it difficult to get to various areas in town in a timely fashion. He told me at that time that I believe it was the State Police were interested in acquiring their building thus giving them the ability to move somewhere else. I wasn't on the Board of Selectmen so he just told me that. We were just chatting but I've always remembered that. I don't know how the department heads - I know some of the areas in this building tight spaces for the people that are working in them. We're growing as a community. We're not going to stop growing. I can't imagine that we're going to get smaller. If we can try and come up with some ideas that would enable us to locate our facilities in an area where it's easy to access and not a huge cost to the taxpayer and we'd have to do it over time. I don't know if John or Elvis have anything to add about trying to locate property if you've done any looking.

John Cashell said there's been a lot of conversation over the last few years about where the best location the town may want to go to say create a new town center. We've focused in on for discussion purposes the original town center. That being at the crossroads of 111, Greeley Street, Kimball Hill Road. Looking at the possibility of either acquisition or utilizing the land that we have the town owns in that area and possibly putting in or installing in that area a new town

hall, new central fire station, create for Hudson or recreating a new town center. We did have a consultant in about eight years ago to begin the discussion for those purposes. There's a major commercial corridor along that stretch of 111 that's in dire need of upgrading and enhancement. There are substantial property owners along that corridor. I think and I've talked to the property owners. With the right amount of enticement, and encouragement, and support by the town, they'd be willing to substantially invest in their properties. Looking at those properties along 111 in that intersection area, it's amazing how many of them have been up for sale over the last few years. There's been substantial interest. Some of it went away but still the major property owners are there for the private sector to start investing in that area. The town I really believe should think very seriously about investing in that area creating a new town center. Well before I got here almost 14 years ago, there was a plan in place, a well-established plan for making the Benson property into a town center and they did work very diligently in putting that plan together. For discussion purposes and planning purposes just to start to put a vision together of what could possibly be in that area. This is just a suggestion.

There are other areas Mr. Cashell indicated but I'm just thinking that's a central geographic location for Hudson. That's why the town center was put there in the first place. The town center was vacated because of the industrial revolution and all the jobs were located over in Nashua. So the population of Hudson actually shifted over to Taylor Falls and that's why you do have the infrastructure in place and the higher density the older part residential part of Hudson is over there because of the Industrial Revolution. People were able to get to the job center in Nashua and all the mills. What happened was and I've said this before, Hudson wasn't able for whatever reason to transform a town center along with the population shift away from the original downtown center of Hudson over to Taylor Falls Bridge area. There's been attempts at it but it just never formalized into what anyone would consider a proverbial downtown in New England. It just didn't carry over.

Chairman Luszey asked John if you were to do that how do you manage the traffic because you would create a town center that has a major traffic lane just like we have here. Without a circumferential highway to offload that does it makes sense?

Since we've prepared for this meeting with working with Elvis, you and I (John Cashell) had a long discussion with Elvis last week trying to prep ourselves for all of this, Elvis has come up with some very interesting financial aspects of a circumferential highway. We just went over right before the meeting, I really would like Elvis to describe what we're talking about and how much it could possibly cost to put a circumferential highway in as opposed to the alternative that's sprung up as a result of the regional transportation meeting we had in this room here about three weeks ago with NRPC and all the abutting communities.

If you don't mind, Chairman Luszey said for the folks that are sitting here and the folks that are watching, and you can correct me if I'm wrong, the alternative is to add another lane on Lowell Road so describe it.

John Cashell indicated only for discussion purposes but it will tie in to the astonishing information he's about to give this body. I'd ask you to put your seatbelts on first.

Elvis Dhima said to the Chairman and members of the Board, good evening. We'll just go over the numbers. I'll just give you some numbers and we'll go from there. Let's start with the good news. If the Board is serious about looking into the traffic improvements in town, I made a call prior to this meeting to VHB. It seems like they can give us concepts and to do some analysis for us for 102 from Sagamore all the way down to Belknap which is 3A. That would take about \$100,000. We can use corridor money to do that if we're serious about it. To get into a public session and meetings with the taxpayers and people that would be impacted by this widening if that happens and doing a study, it will probably be an additional \$50,000 for any support from VHB. This will include scenarios as to what the traffic looks now, what it will look like 25 years from now with improvements or without improvements. It's also going to include the circumferential highway scenario. I also prior to this meeting had a discussion with City Engineer in Nashua and I just wanted to see what the Broad Street Parkway numbers look like. For you that are familiar with it, it's about 1.8 miles. It cost about \$60 million. We are looking at about 25,000 linear feet which is about 4.7 miles from the Sagamore Bridge to 111. That would be equivalent to \$155 million and that's just looking at apples to apples, miles to miles of what they put in. You're looking at a four-lane highway - 2 way each way coming and going to 111, 6 intersections, bridges if necessary to go over the existing roads which are six of them. Probably a bridge or two going over the water bodies. It's a significant amount and I know it took 8 years in Nashua. They got through that. A lot of support in Congress. Mayor Lozeau was pushing a lot for that. It took almost 8 years. It got done but it was a significant amount and it's a lot of money. I know that maybe there have been numbers in the past there but just looking at that what was done recently it's over \$100 million if we're looking to do that. Is it possible? I don't know yeah but it's a lot of money.

Chairman Luszey asked what are the alternatives. We've been sitting here for some 20 plus years watching the traffic on Lowell Road continue to build, and build, and build. The solution has been Band-Aids on Lowell Road. We got that turn lane. It doesn't alleviate anything past PMA. When you have a 1 1/2 to 2 hour wait time, that's unacceptable. I think one of the reasons we can't get a fire station built on Lowell Road is because of the traffic. These are big numbers and I agree with that. Should we be afraid of them? No. Do we need to find a solution other than - if the solution is to make Lowell Road a true corridor, then make that statement and let's figure out what that's going to cost.

John Cashell asked to interject. Just so the study that he just mentioned that VHB is willing to do for us and they have been our larger consulting firm handling the bigger highway improvement projects in town for well over 30 years. We do have say \$1.2 million plus in the corridor accounts that can be utilized. Those funds can be utilized to take on the cost of putting this new study together. It's of paramount importance that we update the corridor study for Hudson because the whole premise of the previous two studies that were done for 102, 111 and 3A starting back in the early '80s and being updated '96, '04, it was all premised on the circumferential highway and the widenings, the slip ramps, the on and off ramps that would go along with 111 being built, the circumferential being built, and the widenings needed to be done for 102, 111 and Lowell Road. To be realistic and you're talking well over \$100 million to build this 4-lane boulevard just making it into a modern day standardized boulevard setting - \$100 million. Is that within anybody's conceptual mindset of an amount of money that this town would be willing to invest in? This taking into consideration that this town right now does not have any bonding out at all for infrastructure improvements. We have a school bond out.

Steve Malizia said we bonded water. Mr. Cashell repeated water and sewer but those are self-funded by the fee. Mr. Malizia indicated it's still guaranteed by the government. John Cashell said part of this while discussion that we've had previous to this meeting and discussions that I've had with the Planning Board and other personnel is that of utmost importance is for the town to realize that it is a corporation. It's a money making corporation. It's a revenue producer. It's a growing community. The town really, really needs to know how to leverage that income relative to paying for the infrastructure costs that it needs to implement whether it be road improvements, water improvements, sewer improvements. You have to realize there isn't one community out there. There isn't one State. There isn't one nation that operates without the utilization of leverage. Leverage is created the possibility of utilizing financial leverage to achieve your goals of infrastructure improvements. It's absolutely, positively necessary and this town can afford it.

Chairman Luszey didn't disagree with that John but if we were to just start tallying up the costs over the next 20 to 25 years what we're faced with, we can't leverage enough. We need help. Mr. Cashell noted I don't want to stay on traffic too much without filling in the gaps but when talking with Elvis and really addressing needs and I know the Board of Selectmen have been interacting with Elvis over the last year trying to figure out where we stand with sewer and where we stand with water and after discussing these two important entities relative to Hudson's future, I feel so much better knowing that there is water capacity within the region and our access to it to meet our growing needs. It's the same for sewer. They take harder negotiations where we send our surge to meet the capacity needs of this town as it grows. Again in talking with Elvis and his knowledge of Nashua...

Chairman Luszey said I'll try not to bounce around too much but we know the roads we can't fix by ourselves. We need help from Concord to do that. I think as far as getting the NRPC to do some hard modeling for us, we need that. Without that, we cannot make a decision on what is the alternatives, and the costs, and the impact to the town to do that. I do agree that we need that. But back to the water. This town has been searching for water since I've been here. Elvis you told me don't worry about it anymore.

Elvis Dhima didn't think I said don't worry about it anymore but. Basically there's been a lot of discussion about the town needs to go out and look for another well. We need to look for more water. I understand. We also know for a fact that the company that started this whole distribution system and supply that the town owns now did look for water in Hudson. They couldn't find anything feasible or cheap enough and that's why we have the two wells in Litchfield. Why? It's simple. It's cheap, affordable water. We do have certain water here but it needs treatment. It's not at the depth that we need it to be. It's expensive. We are very fortunate that we are next to Nashua and there's a treatment plant over there that Pennichuck owns. Their capacity is at 30 million right now and they can push it as hard as 32. Right now they're using about 17. We have a capacity of 2 million gallons per day we can get from them through the crossing. We are producing right now about 1.8.

Chairman Luszey stopped Mr. Dhima because this conversation is to help the voters understand what's going on. Put in terms that they can understand and I'll try to do that and that is what you said to me is we don't need to go and look for any more water. We don't need to add any more wells. We can purchase our needs for the next 20 to 25 years plus from Pennichuck.

Mr. Dhima said yes. So basically in a nutshell there is discussion and it's not official yet but there's discussion right now based on these PFOA contaminations in Litchfield and Merrimack, Pennichuck is looking to maybe have another crossing down under which is going to push more water through Litchfield. So what does that mean for us? We get to get more water from our wells and in addition to that all these 2 million gallons that's coming under the river, it doesn't have to go to other communities. It can stay here. What does that mean for us? In our worst days right now, we're using through the summer - through the peak, we're using about 2.1 million and our capacity is about 3.5. Our tanks are full so the way I'm looking at it is why look to spend money on looking for wells that I'm pretty sure there's nothing out there or that doesn't need treatment and we can buy water from Pennichuck for a very reasonable rate. If we buy more from them, we can even go lower. So for the next 12 years that we have a mortgage for, we shouldn't be spending more money looking for water that we really don't need because we have the capacity. If you want a treatment plant down the road, we can use that mortgage money and once the mortgage is paid off and really focus on that. For now short term, there is no need because we have access to water. In addition, there's talks about water coming from Manchester through Londonderry. That would give the Town of Hudson access to Manchester water which is even

cheaper than Pennichuck. It's about location, location, location. We would have access down the road maybe through two different sources even if we don't have enough during the summer. Why bother going to spend money on something that's really gambling and we need that it's going to need treatment and treatments are millions of dollars. Arsenic, iron, all kinds of - and there were wells in Hudson and they abandoned them. Pennichuck has the same model. If it's too expensive to treat a well, they abandon it. They go through a different source. My concern is that the regulations are going to become stiffer and stiffer. EPA and all they used to look at parts per million and now they get into parts per trillion. Now even further PFOA. They didn't have the technology and all of a sudden now they can look for things parts per trillion. Here we go now. PFOA - parts per trillion. I don't know. The government is trying to push everyone towards get away from the well business and focus more on surface which is the expensive one. We're fortunate there's a treatment plant across the river. If we have the money and if we want to do it ourselves...

For the folks that's watching, Chairman Luszey indicated for the next - and again it's the foreseeable future which I put as 25 years out - there is no industry or development activity whether it be the golf course, or up behind Pete's, or any of the big acreage that we have left no matter if the current zoned use is built out, water is no longer a concern. Elvis Dhima said in the next 5 years I've heard nothing coming through. I think we're okay. Chairman Luszey noted that's not what I asked. I'm asking for that long-term because that's what we're trying to get to.

John Cashell stated what you're saying is and what Elvis is trying to explain is that there is a potable water source large enough and it's probably less expensive than us trying to find our own water source within our own borders in treating that and the tremendous cost of bringing treated water into our system. It's cheaper. It's more reliant. It's more reliable. Chairman Luszey noted to purchase it. Again to summarize, we can take water off the list of things that we have to be concerned about for the next 25 years. It's a source. Mr. Cashell indicated it's as simple as that and that's a real important concept from everyone to understand. That's big time. Chairman Luszey asked are we looking for wells. Mr. Cashell said how about going to sewerage.

Selectman Coutu asked the Chairman to stay on water because we seem to be jumping all over the place versus the fire station, and then go on the highway we got no answers there, the police station, now we're on water. When we look at infrastructure, I mean I can get into the highway thing and talk for another hour on that but let's talk about water. This has been an unusual year. It's probably one of the top five worst drought seasons that we have had in the northeast. We are in the center of the high draught area. We've had a lot of complaints. Some of the complaints are result and we've had conversation and I know that other members of the Board have had conversations with various citizens in town specifically one specific area and there have been other conversations that I have had that stories have been twisted, exaggerated, and what turned out to be a main break ended up being a guy running a faucet on the side of his house with continuous flow of water. There is a problem. The problem is with infrastructure. We have a pumping station for example that's not operating properly. As a Selectmen because it's an immediate problem and I haven't been here for a month as a result of my wife's condition but I'm on top of e-mails. I know what's going on. I have a handle on it and when I notice that say for example somebody sends a letter usually the first one to respond is Selectman McGrath. I bow out, let her work because I know she's working with you, and she's addressing the needs. No need for 4 or 5 selectmen complicating the issue. In this case, this is an immediate need. I don't know what the cost is. DO we have the ability in the event that a pumping station were to completely let go to go directly to the sewer or water and say you need to come up with the money and get it done now without having to go to a warrant article because it's a crisis situation.

Steve Malizia indicated we have capital reserve funds for repairs and for an expansion and we started one for infrastructure. So in my opinion, we have \$300,000 something dollars we could use tomorrow.

Selectman Coutu noted that's the answer I wanted to hear because I knew that. I said that to Ted. The money is there why aren't we doing it. Mr. Malizia said because it's a repair. This would be a replacement. We are working right now with the State - Elvis and I and Pennichuck are working to resolve that pump station. Very specifically the State is looking to pick up the lion's share of doing it because they have some MBTE issues in Windham that water comes from us that they're trying to get it over there. We have the ability and we believe before the end of this year to replace that station with all new pumps.

With that said, Selectman Coutu noted that will resolve the issue. Hopefully by the end of the year. With that said, who is out there checking other pumping stations to see if part of that infrastructure needs to be looked at? Elvis Dhima noted we are with Pennichuck. That is the Windham booster station is the one in question right now. That was part of the e-mail chain that we all were involved with. It's the only one that's in need of attention. It's not that it's not well maintained, it's simply as it's gone beyond the design capacity so it was done in the '80s for a certain amount of customers a certain area and has expanded. So it has reached that capacity and then some. So that's why we're having issues with that. We right now are very fortunate there's a project going on beyond the town boundaries. We're working with the State and Pennichuck. It's going through a design build that the State is spearheading. That portion is 275. The project is going to be closer to 375. We're looking to pay \$50,000 and we're still going to see what the portion of Pennichuck is. We're working to get this done by the end of the year. It's in the works. Selectman Coutu asked what that was going to do. Mr. Dhima said that's going to increase the capacity of that pump at 230 percent. So we're going to go from 750 gallons for domestic to 1,700. That's what is needed right now. We have two fire pumps

that they're actually working in just to make up the difference for the domestic. That's what is happening every morning there.

Selectman Coutu asked can we afford to have a build out in that area with that limited capacity. It's a limited capacity because you said that's what is going to meet the needs now. What about a build out in that area and there's a lot of land that could be built out in that area. Elvis Dhima indicated we should be all set for the next 20 years with the current design we're doing right now unless something dramatic happens that everyone is going to just park along 111 then we have to look at it again and maybe we won't be able to address it with the booster station anymore. We might need a tank at that point. There is plans in place. They were presented to you last year - Barretts Hill is a 2 million gallon tank. If we need additional fire flows and additional water, then we'll just put in another storage tank if that's the case and we leave this booster station as is. We just create more capacity.

Selectman Coutu's said my last question on water and I'm not addressing my neighborhood. We're a unique situation. We're 75 homes but I'm not addressing that. I do get requests from various sections of town and until I hear 2 or 3 people from one particular section ask say well there is an interest. What do I tell our constituency when they call me and they say you know I've been living in this town for 20 years, 30 years, whatever and how do I get water? I want to get off the well and I want to have municipal water. Are there any plans to branch out into other areas like - I had a friend who lost his home a few years ago up beyond Sanders in that Gowing Road whole area because they had to go down to Dracut Road and pump water and get it up there and they just couldn't get enough water. What do I tell these people? What is the probability in the future or are there any plans to branch out?

Elvis Dhima explained the town doesn't have any plans to build anything. Simply the way we operate is if a developer comes in and they're looking to get water, they pay for it and if they're willing to pay for it, then they can add to it and then anyone adjacent to that can connect to it as well. Whenever there is water, we haven't turned anyone down that wants to connect to town water. The problem is we don't have a plan right now to keep expanding because that's what the previous company was doing and that's when they went belly up. Steve Malizia said that's when they spent \$400,000 to hook up 40 people. You're never going to make your money back in your lifetime. Mr. Dhima could tell there's been people from MA calling or Pelham saying can you guys come all the way down here and we could connect. It's always been the case. We get a lot of those. We get a lot of phone calls regarding sewer as well. Right now the town doesn't have a program that says we're going this way 100 feet or that way 500 feet. We simply are where we are and if someone wants to connect to it, we look at our capacity and if the developers are willing to pay for it on their dime, then we allow them and we take ownership of them.

Chairman Luszey said going back to your question about we don't have a capacity issue in terms of water for the next 25 years or so. Why wouldn't we put a plan in place that extends especially in the central area down here right now up 102 and out that area water and sewer? Why don't we have an active plan and why wouldn't we have an active plan that shows how we the town would develop that out and the hook uses up that and are wells and septic today so that we get them off of that so they're not polluting the groundwater. Steve Malizia stated we have a defined sewer district specifically because of the capacity issues. Chairman Luszey said we're talk about sewer when we get there. Let's stay. Mr. Malizia asked who's going to pay for the cost of that infrastructure to move that because it has to be paid by the ratepayers. Who's going to pay for that? If I hook up 40 more people, who's going to pay because it's not cheap to put in 8, 12, 16 inch main. That becomes the issue. That's why Consumers got to the rates they got to. Chairman Luszey said unless we have a plan that says how we can do that, we are always beholding to whether or not a developer...Mr. Malizia said if I buy a house out in the middle of nowhere, where does it say I have to have water from the town? I'm going to the extreme. If your neighborhood for example Selectman Coutu's neighborhood said gee we really need water, we could do an assessment district like we've done in the sewer. Your people get together. You bear the cost of doing it. We run it to you. Maybe we subsidize some of it and maybe we don't. Why should the rest of the ratepayers pay to run water 3 miles this way because that's who pays for it.

Chairman Luszey understood that but I think if we want to - and it gets to you talk about us jumping around, I'll jump down to the economic development plan and what we need to do in terms of infrastructure to bring business here. Well elements of a good economic plan talks about the infrastructure which is your fire, police, water, sewer, recreation and if we truly want to bring in the families that will support the business that we want, we want to address these types of things. I don't understand.

John Cashell suggested as with roads you have the Highway Safety Committee. The Utility Committee given the charge by the Board of Selectmen would be the perfect venue to talk about putting a study together to figure out if we want to extend the sewer district, if we want to extend the water distribution system. Let's put a plan together. People are settling and this town is growing and that demand for water that are fire service, by hydrants being provided close by, it's all part of a growing community and it really does need to be addressed. So we have a utility committee and the Board of Selectmen could give them the charge and entice them to actually start working on putting a long-range plan together. It's just like long-range plans for transportation improvements. Things take years to implement. They take a long time too to study.

Elvis Dhima said we do have a certain CIP for the water. We probably need to update it and it's going to take another \$50,000 but the short answer Mr. Chairman would be we have enough to do with our existing distribution system. There

is enough need there and we need to focus on that before we go and expand it even more. Does that make more sense though? Chairman Luszey indicated no it doesn't make sense quite frankly because what I'm trying to do is figure out how to extend that capability and service where it's not so that we can have something to sell people to move here that would draw industry. The way we're doing it is an unplanned event. It kind of happens because a developer decides to build that piece of land versus us driving the bus that says we would like this area developed and if we put infrastructure there, we can focus development there. What comes first the chicken or the egg? He's driving the bus.

Mr. Dhima said what I'm trying to get to and trying to say is that there is enough infrastructure and ground like water itself. That needs to be replaced. It needs to be updated before we spend any money to put new water lines into areas that we're not sure yet. We have I believe 1.5 miles or 2 miles - I don't have the number that we have pipe sizes between 1.5 inch to 4 inches that technically that should be 6 to 8 inches. If you're telling me find something that you think is necessary or what would you recommend as the Town Engineer to the Board, my first reaction would be replace what you have that needs updating which is 1.5 to 4 inches to 6 inches minimum to create adequate service for your existing customers before we go out there and spending money to get new customers. We haven't turned anyone down but I don't think we're looking to get more people in them. I know we're a business but we don't have goal to say Fortune 500 I need to get 7,000 customers by the end of the year or 75 next year. We make sure that the people that already have water have adequate services.

Kevin Burns said on the expansion of the water system, a small snapshot we actually expanded the water system to a couple of small neighborhoods in town. So the utility had the outlay of putting those pipes in the ground. I would say right now still 10, 12, years later 90 percent of the people have not hooked up. They're like I don't want a water bill as long as my well is working. It's a small snapshot but it was not a good investment.

Steve Malizia noted when we took the utility we had about 3,900 customers. We now have what 6,400 or something like that. Through development or developers, we've added a pretty significant chunk. If I'm not mistaken, the major industrial areas have water. You're looking at residential I'm assuming because again the 102 corridor has water. The 111 corridor has at least to the industrial and the 3A corridor has it all the way.

Chairman Luszey said 102 only has water on one side. Elvis Dhima said we have it on both sides now with the crossing under 102. Steve Malizia stated we could satisfy somebody else coming in if we needed to in that area. Chairman Luszey noted 180 Derry does not have water. It's on the wrong side of the street.

Just picking up on something Elvis had said, Jim Michaud indicated he said something about maintaining the car we have. With Pennichuck do we have an asset management system for that utility as such? Elvis Dhima said they have for their system. We are the owners of our system here. They have a certain contract with us but they don't have an asset management program. If the Board wants to implement one, we can definitely do that. Mr. Michaud asked we don't have one for water right now. Mr. Dhima said correct. We have the inventory and for sewer Kevin can interact with that too as well because Highway does most of it. For the water, we have the inventory. We maintain everything. I can tell you right now almost every day I get a report on what's what especially when we had the three days in a row that Windham booster station failed. It was one after the other. Since then, we have someone there every morning making sure that everything is running. We have a very good maintenance plan in place but we don't have one like the Windham booster station should have probably been looked at a couple of years ago - all right we need to make it up to date.

Jim Michaud said one that calls for replacement, these are ten year old pipes that are made out of this. These are 20 year old pipes and this is the plan. We don't have that plan today to keep that car running that we own today. Mr. Dhima said we don't have that yet because we have a significantly new system. We haven't certain pipes out there that need replacement but we're not in like 50 percent of our pipes need to be replaced. Our system is relatively new so we're not there yet but that should be in place. The first step would be replace the small sized pipes with new ones because they're old, they're small, they're inadequate and that's where those low pressure complaints come from. You know I don't have enough water in the morning. So imagine the guy that's getting water from an 8 inch line and then another guy that's going from an 8 to a 6 to a 4 and an inch and a half. There's nothing left for that guy at the end. These are all dead ends. The other thing I noticed too is that my other focus would be not to expend any further but actually close loops within our distribution system so we have that continuation in water. We have good quality of water. We don't have to go out there and flush every year if we don't have to because that's water we waste. That would be the next thing. Update what you have, maintain what you have, close loops when you can so you have a continuation of water. If one main breaks, you can have access to the water through a different - it's like electricity. One thing fails you can get it through another way. We don't have that unfortunately. It's branched like a tree almost and it's not that continuation. Mr. Michaud noted it's a redundancy.

Chief Buxton asked can I go back to topic one. Chairman Luszey noted it goes right back to fire. Chief Buxton said absolutely. We've worked diligently on projects in town to talk about the delivery of water and trying to get the residential neighborhoods to the minimal standard of 1,000 gallons per minute. That's been challenging. We will come to the Board next week. We've been awarded the AFG Grant for our fire supply hose. We looked at updating our hose and what size hose we were going to get. We have most of our system is a low pressure system so the gallonage is there. We just need to move it. That's why a fire truck costs you \$400,000 because when we hook a 1,500 gallon per minute

pump to move the water that's in the ground out, we have that capability. So we size our equipment appropriately. Elvis has worked diligently as developments have come in to highlight those things. If they don't make economic sense, some of the developers have gone away. We have not shied away from highlighting or looking to ways to deliver that water. I think the folks at the end of Bockes Road decided that they were not going to extend the water main. That didn't make economic sense to them for the amount of homes they were putting in. They put in cistern on top of that. That means they're putting a 30,000 gallon tank in the ground to supply fire suppression to that neighborhood that they're developing. That's their choice. The State of New Hampshire does not allow us to dictate what type of supply they supply. They just need to provide some water for fire suppression activities when they do new developments. Those things take place.

Selectman Coutu asked Chief Buxton relative to going to an outlying area that doesn't have much water or fire hydrants, are our trucks equipped today to provide a greater amount of water and a better flow of water as opposed to say 10 years ago, 12 years ago when a home burns down to the ground because they couldn't get any water. Chief Buxton noted in 2009 we made a great investment and that was the purchase of Tanker 1. We had two smaller tankers - 1,000 and 1,500 gallons a piece that were supplied with small pumps on them that couldn't really move much water. We built a new tanker that's 2,500 gallons of water. Each of the pumps that we have or engines that we have have 1,000 gallons on there. We're showing up now with all three stations staffed with 3,500 gallons of water on top of what we're requiring within the residential neighborhoods. The rural areas that are putting in cisterns on top of that. So we have that flow. We have the ability to make initial attack and work on property conservation and life safety issues. So we're much better prepared today than we were 15 years ago.

Chairman Luszey asked to take a minute to summarize what I think I've heard so far in this conversation. We are going to get back to the buildings and stuff like that. In terms of water and roads what I believe I heard is that we need to have some modeling done whether it's by NRPC or someone to really take a look at what are some alternatives around taking some of the pressure off of Lowell Road. I'll put it that way.

John Cashell wanted to bring up one point. Elvis and I went over to NRPC last week and met with Tim Roache and Julie Chizmas and Ryan their GIS person. What they've agreed to do is to try to put between now and November a full application for a CMAQ grant and that would be adding that long elusive second lane southbound on Lowell Road to a second lane westbound on Sagamore Bridge Road. They've committed to us that they're willing to put that application working with the town, getting all the data together, all the paperwork together, and actually put the CMAQ - we've been waiting for this funding round for a long time. That project was put off of the ten-year plan because...

Before you go any further, Chairman Luszey said that assumes everybody is in agreement that widening Lowell Road and putting a fourth lane is the right solution. Mr. Cashell indicated that's a whole separate project. Mr. Dhima said Wason to Sagamore. That would be it. Mr. Cashell said that would be part of the improvement project that's absolutely necessary if this town is going to accommodate the traffic congestion needs for some time into the future. Chairman Luszey noted to keep moving it off onto Wason Road. John Cashell said taking that a.m. commuter que and reducing it saying probably in half just adding that second lane and it would start near the Haffners. Go across the Flagstone intersection and run along the right of way that exists already on Lowell Road and tying into a second lane. The que just wait until Labor Day - post Labor Day all the way through November. Chairman Luszey asked how does that get the traffic off of Wason Road. Mr. Cashell said Wason Road right now funnels into one lane left turn. Chairman Luszey stated in the morning that traffic is backed up to Burns Hill. Mr. Cashell said part of this plan is to - and we went over this with NRPC is to increase the cuing capacity of westbound Wason Road onto southbound Lowell Road. Two lanes dedicated. Right now there's only one and two lanes dedicated westbound onto Sagamore Bridge Road. You're going to be able to utilize the sequencing of the light, doubling the cuing capacity of Wason Road that's heading west the commuter traffic and getting it onto Sagamore Bridge westbound. Yet it will be further congested if it's going southbound on 3 but at least the people will be able to get out of Hudson on their way to wherever they work and a quicker manner and better quality of life just on that westbound traffic.

Chairman Luszey asked to bring a proposal forward. John Cashell indicated they're willing to work with us, put this package together, and part of that is coming before the Board of Selectmen. Ultimately we cannot move forward with that project at all unless the Board of Selectmen are willing to help fund the project. There's a 20 percent cost for the town. I'm sorry I harp on this. I've harped on this project ever since I stepped foot in this town as Town Planner. So that cuing southbound on Lowell Road, the cuing on Wason Road, and it's truly horrendous for people that have to endure that and this is one way to reduce that cuing time, that commuter time in half as it relates to Hudson. As that traffic is in Hudson, we'll be able to get it out of Hudson the people that live here, improve the quality of life to a certain degree until they get to the next cue which is southbound. It's very substantial. Northbound - you don't have it yet. That's one.

John Cashell indicated the other project is one that VHB and NRPC already asked us it's a much bigger project. It's going to take long-term planning. It's a substantial amount of money as Elvis pointed to earlier. It's probably ultimately \$150,000 project. I just wanted to say when this town invested in the original plan, I believe Marilyn McGrath may recall this. I think the original plan was \$150,000. That was in 1984. That's when real dollars were real dollars. It's apples to oranges right now but \$150,000 in 2016 is kind of chump change compared to what it was back then and the town was willing to invest in their limited resources back then. A substantial amount more in trying to figure out what they

needed to do to better handle the traffic needs of the town. I would assume say it was 150, it's probably \$500,000 today we'd be talking. To update our traffic improvement plan, to incorporate what needs to be done in my humble opinion and pretty much talking for Elvis his humble opinion in trying to move that northbound traffic along Lowell Road much more efficiently. Much more timely than what's being done now is the envisionment of creating two full lanes of travel northbound starting where it now funnels into one just past Executive Drive - northbound on Lowell Road, carrying it all the way up through Central Street, possibly making and this all has to be determined through studies but possibly making Library Street one way, two lanes, carrying that two lane of traffic up to Highland Street and up to Hudson Mall Road. Redesigning everything so that all of that traffic that's coming through Hudson that has to get up to Litchfield, that's going to the northern neighborhoods.

Chairman Luszey noted basically what you're saying is you're redefining what the circumferential was to Lowell Road. Mr. Cashell said yes because I firmly, firmly believe that doing something like that is based in reality. It's really of a timeframe that it can actually be done in reality in the sense of financial feasibility because when you're talking numbers that Elvis has come up with, those are pretty astronomical. I just can't envision this State somehow finagling with the federal government to be able to attract \$150 million investment in creating what would have to be a four-lane boulevard to go from Lowell Road to 111. It's almost a 5 mile stretch there. Huge geographic problems with it and astronomical geographic problems.

Chairman Luszey didn't know that because I don't think anybody has done the analysis that says if that was there - just that - what that would mean for the economic development of the industrial park on 111, what it would do for the quality of life of the folks through the Lowell Road corridor and all of that.

John Cashell had one more thing and I'll jump off. In the regional transportation planning workshop that we had here two or three weeks ago, what was agreed to all by parties - Pelham people were there; Litchfield people were there; Hudson people. What was agreed to if we really want to either put some legs to this circumferential highway project again or once and for all realize that it's not going to happen. We need to have a summit. We have to bring the parties together. It has to be planned for and it may take more than one meeting but that would be one astronomical project to either come to a conclusion whether we're going to go forward with it and there's going to be a financial structure put together for it and we're not going to stop until it's done or people are going to put their hands up and the end result it's too costly. The benefit doesn't justify the cost. That has to come to a head. Everybody at the table and there were 30 people there, everybody agreed with that scenario that we have to have a summit discussion. It just doesn't go on ad infinitum as someone's dream. It's either going to happen or not.

Chairman Luszey didn't think it was someone's dream quite frankly John. We're beginning to see the failure of Lowell Road, Wason Road, Bush Hill Road, Pelham Road and its Hudson who is the focus of the input. It's not Pelham. It's not Windham. It's Hudson. Yes Pelham, Windham, Litchfield, Londonderry they maybe users but their town is not the towns that are in failure mode because of an infrastructure issue.

Mr. Cashell noted one thing that is missing out of all this discussion is what has happened in New Hampshire over the last 20 years. The widening of 93 took precedent. It also has taken precedent when it was implemented. It syphoned off pretty much 90 percent of the funding for infrastructure improvements, road improvements throughout the State. Chairman Luszey said that's an excuse of why something doesn't get done. We need to come together, us the local community, to figure out how we get at this. John Cashell said the 93 project is in its final phases. They have the financing finally. Chairman Luszey said they're already talking adding another lane on it so it's not in its final stage. Mr. Cashell said there are detailed stories to every major project. Chairman Luszey asked to put this piece to rest. What I took down for notes is we're going to have some modeling done. We need to figure out - the Board of Selectmen - where that gets done to figure out what are some alternatives to solve the Lowell Road or begin to get at the Lowell Road issue. Elvish Dhima said that number was 100 to 150 and it can be used corridor money for that study. I would recommend VHM would probably be the firm. Chairman Luszey said it's your action item so we'll get to that later.

Jim Michaud asked does that study ask us where the traffic is going that's coming through. Elvis Dhima said it's going to give us a screen shot of what it's looking now with issues now, what it would look like if we don't do anything 25 years from now, and what it would look like if we do something about it and it will be different scenarios. You can do this, you can do that. It will probably be broken down in different phases. Mr. Michaud asked this would take into account population projections because that's one they haven't heard yet. Mr. Dhima said traffic counts and everything yes. Mr. Michaud said population projections are minimal for the next 25 years - Office of Energy and Planning, Census Bureau, the car scenes for two, all these different things that I downloaded we're looking at 2,000 people in the next 25 years for Hudson on a 24,000 population currently. That doesn't come from other communities.

Chairman Luszey asked what are your projections for adding new business - not family but business economic traffic. Mr. Michaud said I was looking at solely on population. Chairman Luszey said you have to add the other piece that we're trying to get on top of that. That's the discussion I'll have with Elvis. Mr. Dhima said that will be covered Mr. Chairman. They'll have different models for that but absolutely can be done. I think the Board will have a better picture and better understanding and the same thing for me. We talk about it. We don't know what it looks like. It might not even be worth it to open up a second lane if the difference is not much. At least you have something to look at. At least you have some options in front of you. At least you can get an idea to what the cost will be and we can go from there.

Just to clarify too, Selectman McGrath said the cap fees that they're talking about utilizing are not funded by the taxpayers. They've been paid for by the developers that have impacts on those corridor funds. It's not funded by the taxpayers. It's funded by that.

Chairman Luszey wanted to bring up the water just to summarize what I heard on water. We have no issues for another 25 years. We've got plenty of source. We shouldn't be out looking for wells. We don't need new wells. However we probably need to put a plan in place that takes a look at the current infrastructure in place to replace 4 and 6 inch lines, tanks, booster stations, and things like that to make sure they are going to be what they need to be 15 and 20 years out. Elvis Dhima agreed.

Selectman McGrath asked John and/or Elvis have you looked at the availability of property for commercial or industrial development and what the availability is in acreage and what we'd be looking at for larger developments that would also require sewer capacity and water capacity. Do we know that? It's my understanding that there isn't a whole lot of industrial or commercial land available for the future.

John Cashell stated zoning has been in place for a long time in Hudson. Hudson has commercially developed. It's mature. The Sagamore Industrial Park is pretty well developed out. You do have the 88 acre Friary property that's actually not part of that industrial park but that's a big site. That could go this year with the economy being developed. A complete inventory of lot by lot basis and how much sewerage is needed and allocated and everything else, that's pretty well inventoried already.

Elvis Dhima said there's certain sewer allocations built within the lots that haven't been developed and that was part of the 2002 study that was done. Then they put in the infiltration and in flow and they came up with a number of how much sewer allocation is left. I'll talk a little bit about that later.

John Cashell said this is really enlightening too what we've come up with and figured out. Primarily Elvis knowing the sewer system and what the sewer needs are going to be and what Nashua's capacity is to provide for that sewer treatment relative to Hudson. So there's some enlightening information. We're not in a corner in that regard either and it's very surprising but we finally got our hands around that issue. He has the scenario that will I'd say calm people's nerves just as much as the water issue does.

Chairman Luszey explained last year we were running out of sewer capacity so how can we be running out versus we're okay. Elvis Dhima said that's a weird...Mr. Cashell said I know we're missing - I haven't finished answering your question but this is really good stuff. Chairman Luszey let the folks know the question I asked both of you and that is if we were to fully develop out Hudson to what it is currently zoned for house, residential, and commercial, the answer is we don't have a sewer problem. Then explain that. Elvis Dhima said no. Basically the way the system is set up, the town has a line pretty much cuts Hudson in half. Whatever is closer to the river has sewer. The other half it doesn't have sewer. It's called the "sewer district". Anyone within the sewer district can connect to it. When this was set up basically what they did is they went around and looked at the areas that were not developed and they put a number next to it and I mentioned the number. Then they figure out how much loss is there in the sewer. It's called "the infiltration inflow". Pretty much water, clean water that goes into the pipes. Then in 2002 the town came up with 200,000 gallons per day available that can be sold to business within the district if they want to expand. That number now is about 27,000 gallons per day. What does that mean? If someone within the business district wants to expand - let's just say business A uses 5,000 gallons and wants to have 10,000, that \$5,000 they requested comes out of this 27,000 gallons. The concern has been what do we do if it comes to zero? Does it mean we're out of capacity? We know for a fact that we send about 1.2 to 1.5 million gallons per day in Nashua. What does that mean? That's our usage.

Chairman Luszey agreed but the question I posed to you is you were to take Green Meadow Golf Course and build all condos would you have enough capacity - the densest thing you can put there...Mr. Dhima said not on the books. We're probably looking at half a million gallons per day there depending on how many you put in. You're looking at 150 gallons per bedroom times two bedrooms. You average 300. I just said there's 100 units there - 3,000 - 30,000 gallons a day. It's still not half a million unless they build a city within a town. What it comes down to there's a study that we're paying for too that Nashua is spearheading. In a couple of months we should have a summary. I spoke to the Superintendent today - wastewater. Weston & Sampson - the Wastewater Division is doing that for them. Basically we're trying to figure out if they can spare any additional sewer allocation - sewer capacity to us and then we're willing to pay for it. AS you remember Mr. Chairman last year you, Mr. Maddox, Mr. Malizia and myself went out there and had a discussion with Mayor Lozeau at the time. Unfortunately CS is an economical rival so anything they give to us is pretty much business that they're sending over here. That's the bottom line. The more sewer they give us, the chances of business moving in the higher. We got the cold shoulder in that meeting. There's a new Mayor over there right now. Things seem to be stabilized at the Wastewater Treatment. Maybe in a couple of months if things look good, maybe we can have another discussion with them and maybe we can buy a quarter of a million or 250 gallons per day in sewer allocation if they can afford it. We already have the infrastructure. We can handle up to 4 million gallons per day through that 30 - 36 inch pipe we're running.

Chairman Luszey said that's today the here and now. I'm talking about 20 years out if we were to build Hudson out with

as many houses and families we could as well as bringing the type of industry that we would want to have here, would we be in a position to be able to entice the businesses here because we have the water and the sewer that they need to support their business.

John Cashell stated in the discussions that we've had and they're serious discussions and that's what I'm getting at is that we have to have serious discussions when the time arises when we do need that additional capacity. Whether it's a quarter million gallons per day, or a million, or two million. Those negotiations have to be performed with Nashua. Chairman Luszey said we don't need a plan for it is what you're saying. Mr. Cashell said no. Those discussions have to be negotiated. A result has to take place between Hudson and Nashua. There's no ifs, ands, or buts about it. We're all adults and who knows what it might take, or may take, or shall take to get our treatment needs met through the treatment capacity of Nashua. I don't want to go into it but as we grow, we have to take care of our service. It isn't a matter that we're not going to be able to take care of it. We're going to have to negotiate. We're going to have a leadership on this side of the river okay to push what we need over there plain and simple. That's how they did it in MWRE years ago. It took a Judge's...

Chairman Luszey said in terms of the list up there what I keep hearing is it's a nonissue. John Cashell said it's not an insurmountable issue. It's not insurmountable. Its human cause and it can be human resolved.

Jim Michaud noted we're trying to estimate what capacity we could need but do we have a contemporary build out analysis? There is old stuff. John Cashell said every study becomes dust ridden. In 2000, NRPC did for all member communities a build out analysis. It's old but as you pointed out earlier, our population in this region is not growing nearly as much as it did in the preceding 5, 6, 7 decades. People stopped having kids to the degree that they had them years ago. We're dealing with a way different scenario and it started basically in 2000. By the time 2010 showed up, everybody was like wow what happened. Chairman Luszey asked get to the point. We don't need to do it. We're all set. John Cashell said it was an issue that we won't be able to take care of. We'll just have to work harder with our neighbor next door. Mr. Michaud asked shouldn't we update our build out impact analysis. Should we have that done and then we could maybe answer the question in a more finite manner.

Just to answer your question and your concern, John Cashell said just so everybody knows we have been doing stuff in Planning. We did our land use over. We finished that last year. We're in the midst of a two-year plan of overhauling our zoning. Then we're going to get right onto the master plan. Part of that master plan is a build out analysis. It's not anything you need to do every 3, 4, 5 years. Ten years is fine. The way we have it set up sequence wise, we're almost right on schedule to do our master plan over again from our present updated master plan which was updated in 2006. As the schedule is now, we'll be ready to commence with the master plan update for Hudson working with either NRPC or a private sector consultant updating that commencing in 2018 and that's the projected timeframe. That's when we'll do the build out analysis. If we wanted one today, it's so much easier to do a build out analysis with GIS capacity now. Maybe we can just ask NRPC to commence with something like that as part of our membership dues.

Elvis Dhima said something about the sewer capacity real quick. Kevin and I and Jess actually worked on an inflow and infiltration for the past two years - actually right after I became the Town Engineer. The study shows that since 2002 due to the work that the Highway Department has done, we actually had reduced the inflow infiltration system by 45,000 gallons per day. So what does that mean to us? I'm planning to come in front of the Board after they MUC approves and recommends this. We were going to put 45,000 gallons per day back on the books. So we're going to have 27,000 plus 45, that's about 72,000. It's not a lot but it gives us a piece of mind for the next 3 to 5 years. If anyone wants to come in, we have that available without getting too worked up over it. That study paid off. I was hoping to bill a bit higher than that and again it's not an exact science but I think we take full advantage of that and put that back into the books saying it's available. We have it there and then we, Kevin, Jess and myself are working on the next phase now of infiltration inflow. We're going to do smoke detections through the worst area that we think - the highest amount of water coming through the pipes. I identified physically where it is. We'll take care of it. We can take that amount of water that's going in the pipes and put it back into the books. So what does that mean? We can add to the sewer allocations even more and maybe put over 100,000 gallons per day that we can sell.

Chairman Luszey said trying to stay on task of what we're trying to do here tonight. Sewer is not a concern for the next 25 years. Mr. Dhima said we have options. We need to work on them. Chairman Luszey said that's what I'm saying. It's not a concern. We as a Board really don't need to take any extra action. Elvis Dhima said we need to go through Nashua after a couple of months once we find out what their study says to figure out if want to buy more or not if we need to. Right now on the books after tomorrow, there will be about 72,000 gallons per day. If there comes in a skyscraper in here and the zoning allows it, it's a different story. I don't have a crystal ball but basically what we're looking at the growth, all I see right now is a certain business is coming in and you're going to see this in the next Board of Selectmen's meeting asking for 2,000 gallons per day because their processing has been expanded - 500 gallons per day additional because they're using more water and more sewer but nothing like I need 20, 50, 100,000 gallons per day. It hasn't been the case at least since I've been here. I think the most I've seen is the one that's going to be coming pretty soon which is about 2,300 gallons per day they need additional. I looked at it. I didn't have a problem with it. We have that in the books. We'll make it work.

Chairman Luszey asked Selectman Coutu are you all set. Selectman Coutu responded no I'm not all set. I think what I'm hearing relative to sewer - water I'm satisfied with but relative to sewer, I'd like to see us go onto and engage other people in the table in the discussion because I'd like to hear from the Assessor, the Finance Director, IT about this building as an infrastructural problem or potential problem and what we're going to do. I got in my conversation with you my understanding of this meeting was to look out 10 to 25 years what our needs are going to be. What I'm hearing is a lot of reactionary stuff rather than we're not being proactive. We have two major tracts of land that could be developed rather quickly depending on interest in the property. The first one is the Friary property. That is a huge parcel of land and the other one is the parcel that runs behind St. Kathryn's all the way down behind Ridgecrest. That's a significant parcel of land that could be connected onto Wason Road depending on what the - there were rumors at one time that they wanted to build a shopping center there - a huge complex - a mall. Not a shopping center, a mall over there. If those two parcels there was interest in the next 12 months on either or both of those parcels and someone were to come in and say to you between the two parcels we need 80,000 gallons of water. We do not have that capacity. Am I correct?

Elvis Dhima said we do have the water. We have allocation built within that property. Selectman Coutu asked about sewer. Mr. Dhima said yes there is certain allocations built into that property when they did the math back in the old days. They said all right there's 10 acres here or 20 acres. What is the potential for this? What zone is it? It's business all right. This is what could happen based on business, based on how many acres it is, so there's a certain amount. The question is is it going to be a business and then some. That's when there's additional allocations that we have available come in. These are for businesses that go beyond the current capacity with that land. Does that make sense? So the Friary does have certain sewer allocations built into it. If someone says 80,000, it's probably and I don't know I'll just run a number here, let's just say the land has already built in 65,000 gallons per day. All they need really is 15,000. If we have 72 sure why not. It works. We can make it work. The land that's not being built yet doesn't mean that doesn't have sewer allocations built into it already. It has. It just hasn't been used yet and that's where it comes in place. This is all for extra stuff that we have on the side.

John Cashell indicated if it's within the established sewer district every lot has an allocated amount already built into it of course. Selectman Coutu wanted to ask a question on that because if it's not in the sewer district, I don't believe the land behind St. Kathryn's going down to but what if they wanted it? We're willing to pay to have it brought in. Mr. Cashell noted the Board of Selectmen would have to vote to expand. It's the same with Green Meadows. They're not in the sewer district. There's water capacity and they pay for it even though they left town without developing anything. They increased the water capacity to handle a full build out of what they were planning and that was up to 4 million square feet of development at Green Meadows. So they paid for a larger tank and we had the water capacity. That's not in the sewer district and that was the problem. That was the number one problem why that project wasn't built.

Selectman Coutu said I'd feel more comfortable if I knew - I know that Jim Donchess is the new Mayor. I worked with Donnalee and I didn't find her difficult to work with - maybe you did Elvis but I didn't. Mr. Dhima said I worked for her. It was wonderful. I'm just saying we got the cold shoulder when we went there to ask for additional sewer allocations for the record. Selectman Coutu noted our secretary worked over there as well. I found her easy to get along with. The point is is that we need to initiate talks with Mayor Donchess and we need to engage quite rapidly and see if we can get him to make a commitment. It's no skin off his nose. They're funding the bulk of that sewer. We own 12.5 percent of the capacity. We should be able to buy another 2 ½ percent which would give us more than enough. I'm in agreement with Chairman Luszey is that rather than - I'd like to be proactive in that we know what our needs are out the next 25 years. We need to know what steps we need to take now to be able to build out our infrastructure which includes municipal complexes; we need to take a look at what our staffing needs are going to be. An additional 2,000 people puts more pressure on our Fire Department and our Police Department. Where is the greatest potential for growth? Is it realistic to think that perhaps we may have to build another fire station in another section of town because with an additional 2,000 home we can't get there fast enough and we have to consider it's not all about fire?

Selectman Coutu stated we're becoming a 55 and over community. It's about ambulance service and will we need a fourth ambulance. Are we doing the right thing with ambulance? I think we are because another local community has now voted to run their own ambulance service. They've done the cost out and they know it could be profitable for the town. The Town of Tyngsboro is going to begin that venture this week. I want to see us be visionaries in terms of what's in store in the future for our community and a realistic cost to get there. We and I'm talking government in general - nationally, locally, State wide, we do studies. We draw up plans and 10 - 15 years later somebody like our Assistant Assessor comes in and says yeah here's the 2005 plan we haven't done anything with it. It's 11 years old but here it is. Eleven years ago we talked about building a fire station and we still haven't built one. I've looked at some of those studies and those studies are not cheap. They're expensive. You talked about another \$150,000 study on traffic. Where does it end? We're throwing money away. We have to realize too the form of government that we have. This is not the City of Nashua. The City of Nashua Board of Aldermen and the Mayor decide on the budget and that's it. The taxpayers get the bill at the end of the year. The City of Lowell does the same thing. The voters decide what we're going to get to spend here. We need to put together a package that we can sell to the voters. We couldn't even sell them a fire station. How are we going to sell them road improvements, sewer and water investments, and things of that nature when you become very complacent? You know I got my little home. I've got my septic. I'm fine. I don't need to pay more taxes. My house is never going to burn down. I hear that every day why should I invest in a fire station and then I hear the argument about well it's in the middle. It's right on the main road. I'll take you to the City of Lowell.

I'll take you to the City of Nashua. I'll take you to the City of Boston. I'll take you to Cambridge. I'll take you Littleton, New Hampshire. All their fire stations - their main fire station is in the center of town where the bulk of the traffic is. Why? It's the quickest way to get to the most populated areas of the municipality. To me that's a moot point to have an argument about traffic congestion. Besides all of this and I'm comfortable that you were going to initiate the talks on sewerage, I'm satisfied that somewhere you're going to pull out water for the next 25 years. I need to know from the people who work in this building are you comfortable? Are there things that should we be realistically looking? Can we redesign the structure? Would you agree that we need a municipal complex that encompasses everything because you're all an intricate part of this organization? Most of you sitting on this side of the table and that's this building and the others each of you have your own building even the Recreation Director. I think it's just fair to hear from you as well as to what your need are. Are you in a comfortable situation in this building? It is uncomfortable for you and your employees working here? What can we do better to address that if it is a problem? Whoever wants to jump in.

Kathy Carpentier said I'll try. I do believe that this town needs a municipal complex. We're very decentralized and all our administrative tasks which is a redundancy of tasks. So if you had purchasing all in one building somewhere, I think you'd cut down costs in the long term. I think that a municipality complex is something that the town should strive for and be one of their top goals. When I hear that if we came up with \$150 million to do traffic improvements, that only means increase to all the administrative services that would be flowing through this building so I don't believe that this building from an admin standpoint - and I don't mean to speak for the others on my side - could handle that kind of growth in this community in this building the way we are operating now.

Patti Barry said I completely agree. As we increase, my department is having a space problem with the amount of foot traffic that we're getting in. Everyone is clogging the hallways. We have to do something about that space allowing more room for us to work plus the documents that we're required to keep on hand, I have stuff stored everywhere just because I don't have the space available to me to keep it on hand. We're required to keep permanent records. Right now we're storing those in Nashua. We're paying a monthly fee. They've lost boxes on us and it's not adequate. I would like to see something - maybe bringing our storage back to Hudson and having a storage facility that we can have easy access to.

Lisa Nute definitely saw issues with all our buildings basically but this one in particular. For one I will tell you that the older buildings - fire, this Town Hall are filthy and I'm not talking about running a vacuum here. Through the HVAC and when we open a PC what it's doing to our equipment I mean it's black so you know we're breathing that. You know that's hard on the equipment as well. It's also very difficult when you're trying to work in an old building and you have to run things through the ceilings and whatever to either modernize our network or to just maintain it. So that's always been an issue. As you know, it's been a huge space issue for my department as well. It did recently come forward and Steve and discussed an expansion and maybe utilizing best we can what we do have access to. Even just day to day is difficult trying to get in and out. Our ingress - we've got people at water for instance door - that's the way we get in and out. I'm on my way or somebody from my staff in a hurry to get upstairs to take care of something and I have a line of customers and I'm told to go around. It's not a pleasant place to work. I do wonder about the HVAC is atrocious as far as one office we're roasting. The next office you're freezing. It's not a pleasant work environment for a number of reasons. Definitely this building I believe is costing us probably more in the long run when you look at the bad winters we've had. You know we're losing a lot of heat through the roof. You've got icicles that go from the roof all the way down to the snow bank on the ground. You know we're losing a lot of heat. Yet I'm running a fan in my office and that kind of thing. I know we took care of lighting and tried to save money that way but I really feel like we are wasting a lot of money with some of our old buildings - trying to bandage them rather than maybe start from scratch.

Jim Michaud said I re-emphasize a lot of those points. It's a dysfunctional layout. It wasn't designed for the way in which we're using it today. The population was what it was in 1980/1970 versus today. So the population that this building is trying to serve has really increased quite a bit. Just the simple fact of trying to get over to the other side of the building, you can't get through that door. I have to go up and down. What do we have 8 air conditioning...Steve Malizia said there's some number of somewhere of 6 to 8. Mr. Michaud said yeah 10 heating systems and 8 air conditioning systems for this building - not fire. We're just talking about the annex between the fire station and Town Hall. Ms. Nute said they're all competing against each other in all seasons. You've got air conditionings running with heat. Mr. Michaud said there's not a lot of one-stop shopping per say when you're down one floor for water utility, and then you're going to go up for sewer utility, and then you have to go over here for this. It's not a well-designed building for that size of the community today and the number of customers that we have. Notwithstanding a lot of the on-line stuff that we do do.

Just on that one point about having to traverse the multiple floors to do different types of transactions, Chairman Luszy wasn't sure I think it was you that brought it up. Our population is shifting and the ADA ability of this building is not really what it needs to be to address an aging population. We've got the wheelchair lift to get to this room that doesn't work all the time. We've to the wheelchair - I guess you call it "elevate" that scares people. So the user friendliness of this building is somewhat less desirable.

Jim Michaud noted I'd like to hear from Steve too because he works in this building what his thoughts are on a municipal complex.

Steve Malizia said I looked at Derry and Londonderry. They recently redid theirs. Derry is on something about the same size as this but it's just a Town Hall. Its multi floors so they do have their town council on the third floor and then they have certain departments on the second from the first floor. The first floor is pretty much the customer face in the application. I think the building department is upstairs. The Londonderry is a little harder to get a read on. They have a whole big complex in that area on Mammoth Road. It is about a 20 acre parcel. They have a police station, a fire station. That would seem to me to be an ideal type of model but you need a site that's probably 15 acres realistically speaking. I think that's 20 and they have some school function there. Where is that? Lowell Road is one spot. Potentially if you look over at the center of town, Benson Park is the center of town but you're probably not going to put it there. Some of the good land has sort of been taken. Years ago - I think it was 1979 and then again in 1999 or 1998m, there was a warrant article to buy the Friary land. One lost by about 17 votes. The other passed. The one in 1998 passed - 1997 or 1996 whenever it was there was a warrant article to bond but for some reason was never executed because they couldn't agree on a price or whatever the case may be. They looked at the old Oblate property as another central location. For whatever reason, the powers that be at the time that didn't work. That's why we have the police department out in the middle of nowhere. My wife lived in town since the third grade had no idea where it was until I took her there or Toys for Tots. Most people probably don't even know where it is. That's okay for the Highway Department - no offense - but people don't need to see them but you need to see the Police Department. It's a much more visible location. The question is where? Where in this general area? Maybe Jim knows.

Kevin Burns asked what's wrong with Benson's. I think a municipal complex fronting on Benson's on Central Street - a deed is a piece of paper. It can be renegotiated can't it? We bought Benson's. It's like buying a car you can't drive. We have built a State park on the back of the taxpayers of Hudson only. The State thought nothing of spending their money to drop all the traffic from Route 3 on our road network without doing a thing for us. I don't know whether the State just doesn't like us or they don't like any towns but they do nothing for us. For them to hold our feet to the fire on Benson's, I think and this is where we need to get our State Representatives involved. What would it hurt the State to allow us to use 25 acres of Benson's on Central Street for a municipal complex? They made us work in kind with the senior center in Benson's. We did the work so we didn't have to come up with the cash but they wanted \$89,000 more dollars just to build a building in a town park that's a State park for all intense and purposes. I don't think we should just say nah we can't go to Benson's. It's there. It's an asset. Maybe we can help from our State Representatives to say why don't we do something for the Town of Hudson because they certainly have not done much for them in my career and it's been a while.

Jim Michaud had two thoughts. One is the so-called Rodgers' property that's been for sale. It's got some issues right - it's got some wetlands and it might have some asbestos capped. It may not be a viable parcel for a town complex.

John Cashell said that beautiful piece of land right at the intersection of Kimball Hill Road and Central. It's sitting there and you know what that's what we need to do is to negotiate to allow us. That whole area I look at it and it has all the potential of the world to really recreate a beautified Hudson center along with that commercial corridor. All of that stuff would be upgraded and there are developers who are willing to go there. We can help show them the way and I really believe that this town is way overdue in trying to create a nice modern, beautified town hall that really services the needs of this community. This community I really believe has the pride necessary to want a facility like that. I think it could easily be led in the direction by the Board of Selectmen. This is a great conversation. This is a conversation - it's an initial conversation. I think it's been filled with a lot of real nuts and bolts of what we're trying to do with the community and it really needs to continue and to spin off into committees that are assigned specific tasks. I've been a member of the Library Committee, Senior Center Committee right now and for all of us to become more serious about creating a better future for Hudson. A future Hudson really deserves. It needs the focus. It needs the energy. It needs the hard work of dedicated people. We're the ones at the table right now on an August evening. We all recognize the needs of this town. It's really up to us and ultimately just thinking for a second, this may even emerge into possibly looking at forming a different type of government. I know that's been done in the past and the town went away from it but when you become a selectmen, you start realizing oh my god look at all the work that has to be done. Look at all the leadership needs of this community to accomplish all these objectives. Your hands are tied the way this...

Chairman Luszey asked to answer that. I've told you this. We're the short termers. You folks are the senior leadership team of this town. I know I look to you to help guide us as to what the town needs. We're here for maybe three years. We're here at the will of the voters.

John Cashell said I do look at the most important needs of this community being having the right form of government that can actually achieve...Chairman Luszey said that's something that we're not going to even talk about here because that has to go to the votes. The form of government that we're dealing with right now is this. As such, I'm sitting in this chair here and I'm looking for input from everyone at this table to help start answering those questions. It's coming up to the 9 o'clock hour and I started with fire. We've kind of come around almost full circle and that is we went through the underlying infrastructures of what it takes to move cars, water, and sewer and we're back to the safety element of it which is an immediate need that we've been grappling with for the last couple of years. If we're serious about going to a complex, I'll take each of us to put down over the next few days as to what are the steps that we would have to take to get to that point to have the ability to put on a warrant article the right wording to go build a complex and what would it look like. What would that mean in terms of people, technology, changing organizations because when you start talking about a complex I would ask both the Chiefs what does that mean short term and long term for dispatch. Do we

start bringing those together because they don't have to be in a central location today? They can be in distributive centers but organizationally it would have to change. That's what's rolling around in my head. We don't have time to get to it tonight but how do we take everything we're talking about and move - and I've had this conversation with you - from a passive economic development type of activity to a very active. Searching out the types of industries that we'd want here in town versus waiting for the phone to ring. If we were to do that, what does it mean to everyone at this table?

Chief Buxton had a couple of things. I remember when you pitched this idea. We all kind of looked around the room and I think the Assistant Town Assessor say what do I know about fire stations. I've jotted down more notes tonight regarding infrastructure and impact of infrastructure, talking about the water, traffic, Jim's view on a couple of things and I take myself back to the 2008 study that we did. In 2008 we did a facility study and a station location study. If you go back to the minutes of that meeting, we talked about the fact that the Central Fire Station was the tip of the iceberg for the fire department. A fire station is the only municipal complex that is location sensitive. Last year we spent endless hours with NRPC looking at response maps that were all drive off of everything that we've talked about tonight - infrastructure, water, sewer. We ran a model in regards to the potential of renovating the Burns Hill Station and bringing water and sewer there. We've watched it skyrocket up to close to \$1 million just to renovate that space. The renovation or the relocation of the south end station is the tip of the iceberg. The municipal complex - great idea. I think it's great but reality - we did the study in 2008 and it's now 2016. We're 8 years into it and out of that study we're renovating the Central Fire Station and we're talking about the last two years about building the second fire station which is in studies pretty successful to be candid. We're actually making moves on stuff that we've paid for and it's not collecting dust. This is a ten-year project we're talking about. Purchasing of land, talk about the layout, putting the infrastructure in place. I'm encourage by it. It should leave everybody in here with a spark to know that finance may someday not be in the cellar. That's a great improvement. We might be able to get somebody within a wheelchair into a public meeting without having to work for 25 minutes to get them downstairs. That's positive. That's growth. It's goodness for the community. I'm encouraged by the conversation.

Chief Buxton said the fire station conversation, the south end station is still at the tip of the iceberg for the fire department. Central Station by the time we get the municipal complex talked about, we'll be 10 years into the life of the renovation and you're reaching the end of the serviceable life so you're right on target.

Chairman Luszey said that's my fear by the way because that's how I started this conversation. We'll no sooner start he south end fire station and we're already out of date. Part of what I'm trying to do here is leapfrog that. Chief Buxton stated the only caveat I would make to that is without a substantial infrastructure upgrade, \$150 million roadway, that south end station remains somewhere in that corridor. That's one of the reasons we're trying to get it out of the neighborhood because the infrastructure coming out of there is just dangerous.

John Cashell wanted to make sure the senior center that floundered for a long time and all of a sudden it took off and became a reality. Chairman Luszey noted there was one factor that made that - funding. Mr. Cashell indicated you had a lot to do with it. It's like Roger the Benson Park floundered. You made one trip to the Governor's office. I've been around long enough to realize who the players are and who the catalysts were. The next thing you know the tangled web is untangled and things started happening. We decided that as a town, we're going to create that thing on our own. We were going to make Benson's into something and it was. It's amazing that that park was built by people in this town. It wasn't federal funding. It wasn't State funding. The people in town got together and did it. I used to preach this all the time. You want something done, do it yourself. Get a dedicated group of people together and do it yourself. This community center if it bubbles to the top and becomes supported by the right people and it becomes a catalyst project to achieve, it's amazing how fast it can happen. They used to build barns in a weekend by everybody getting together. It's amazing what can be done if enough people are dedicated doing it and seeing it through and it doesn't take a lifetime to achieve this stuff. You can do it a lot quicker than you think.

Kathy Carpentier said a lot of what you just mentioned - the senior center and buying Benson's and even the renovation of Central really didn't come from a lot of taxpayer raised dollars. We're struggling with the bottom point there making the taxpayers aware of our long-term plans. We kind of don't have a plan that we stick to and we're not working the plan that we developed. In order to get the taxpayers to have faith in us that this is our goal and this is how much it's going to impact you now and benefit you in the future.

John Cashell stated look at what we don't have to worry about as a community because our growth isn't there like it used to be. We're not looking at building any new schools. We do have to overcome the fire station issues and there's a smaller police department issue. The library is under control. It's time to really focus in on this.

Chairman Luszey said I would not make that claim John. Our school budget has doubled in the last five years. Our library has exceeded over \$1 million. We have cost problems in this town that we need to address and that one right there says "develop a plan to stabilize the tax rate". We need to figure out how to do that.

John Cashell indicated that's where I want to go back to the leverage issue. We really do need to as a municipality learn to actually run our money. Run the capacity - the revenue generating capacity of this corporation being Hudson. We get a real understanding of that you can do a lot. You can achieve a lot and it's not going to bust the bank. I can

tell you community after community where communities have learned to leverage their revenue capacity and what they're doing for themselves to improve the quality of life of their citizens and their taxes are not going through the roof. Chairman Luszey noted part of our challenge is we only get a say on a part of that. Mr. Cashell said we've got to become great salesmen to achieve these goals that we've talked about tonight. It's really up to us. You guys have sold a lot to this community over the last few years and the community has bought in to a lot of improvements. I go to the Town Meetings and I witness what goes on. You guys get up there and you give the pitch because you believe in it and you convince people. I can't remember any failures. Everything is a struggle when you try to spend other people's money but I think a lot of things have been achieved. There's a lot to be proud of.

Chairman Luszey said we've just started putting a small dent in that. I can list things. We need all new radio systems. The IT Department needs a major refresh in its entire technology base. We didn't even talk about that tonight. Mr. Cashell noted we have zero bonding. Chairman Luszey said I've got that. Part of what we need to do is figure out possibly how to do it with a zero bonding or if we bond how do we do it. I've talked with KC about this. If we were to pick a number and we get through what are the fire station needs; we talked about the equipment on your side of the fence. On the highway side, we've got that. We know what that bill is year after year after year because of the way Kevin structured his lease purchases. We maybe there at the fire department level now and we may even want to talk about that on the police side instead of purchasing cruisers, going to a lease purchase so that it's a set bill and we know what that is every year. The whole point of this exercise is we need to start putting all the details in underneath each of those items and start presenting it to the community and telling them this is what it's going to cost us starting now for the next 20 years. And oh by the way when you get there, you start all over because that is the reality of what some of this stuff's lifecycle is. We have not kept up with it.

Along those lines, Selectman Coutu said one of the things municipalities have never considered and I often wondered why is one of the most attractive things for a potential contractor is to build a building and get a 100 year lease. I can take you to several buildings in this town - DCU Bank - 100 year lease. They didn't build that building. They're leasing it. I bet that if there was a developer out there who saw a potential for a piece of land, we could come up with an idea for a municipal building or a municipal complex. They'll build it as long as we sign a 100 year lease. We will know the cost out for that building for 100 years and we know it's going to have a life expectancy of approximately 100 years because we'll walk away from it if the landlord doesn't keep up with the property. That's something that's never taken in consideration when we talk about municipal complexes. We've got to own it. We've got to have the building. There's nothing wrong with leasing and there's nothing wrong with leasing vehicles. We know what the turnover rate is. We know how many miles we're turning them over. We know again what the cost out is going to be. That's something that is imperative when we're making a pitch to the taxpayers what are you doing about my taxes? How are you going to stabilize my taxes and get all of this? What frustrates me and you and I had this conversation at some point this week, what frustrates me is a \$500,000 race track and we have to go begging for an additional police officer when we really need an additional 7, or we need to go begging for a fire station to replace a fire station that we could conceivably be engaged in a lawsuit in because technically we should only have one sex working out of that station. It is not built to properly or adequately support male and female firefighters and yet it should be and it's going to cost just sewer and water \$1 million but to try to make some sort of corrections in how we allocated bedroom space and adding an additional bathroom, we're talking a considerable amount of money into an old building that's got probably another 5 year life expectancy at best. We need to put a package together. We need to have an internal document created by us that's visionary that says that this is where we need to go and this tells them how we're going to get there. We need to be able to pitch it and we need to address everybody - fire and police. Fire and police are public safety. People come to expect - we've said this 100 times - what are the three most critical things town government people look for. It certainly isn't the tax collector. A police officer, a firefighter, and they want their rubbish picked up every week. The rest of the town be damned. I want my rubbish picked up. I want a firefighter when I call one and I want a police officer when I need one.

Selectman McGrath noted and their roads plowed.

Elvis Dhima said they need water and sewer too.

Selectman Coutu said I bought into this and I think it's a great idea. I think that it's time that we sit down and we work as a team. It's not all about I've got to get a fire station at the south end of town. You've got to work and in hand with the Highway Department. You've got to work hand in hand with the Police Department and you also in your position you're working with people that work in this building. The Police Chief relies on your support, the Highway Department support, and all of you rely on the Tax Collector, and the Assessor, and our Finance Director. You won't get any checks. IT because that's the backbone of our whole structure is IT - our communications systems and how we get our information out and how quickly we receive our information. We have some lapses there that we need to address and we understand that. We need an additional \$70,000 almost immediately to close the loop. We're never going to get to it but hopefully we will. We need to encompass all of those little things in this package and say you know for X number of dollars we can do all of the following and this is how we're going to get there. Not just a study that's going to cost \$150,000 and 10 years from now an Assistant Assessor or the Tax Collector says I've got the study for 2016 and Lowell Road is a real problem now. We have an additional 2,000 people using it and they widened it about 200 feet over by Haffners. We need to come together as a team and work together as a team. You are the backbone. You are the department heads. You are the backbone of this community. As the Chairman said, we the Board of Selectmen we'll

always be here but not us individually. We're short termers. The Assessor will probably be here another 25 years. Some of you are going to be here for a few more years. Some of you may change positions. Some of you may be looking to retirement but there are people within your structures we hope to be able to promote and take over the leadership roles and the municipality is going to depend on them.

Selectman Coutu said a 2,000 person increase in population is going to need additional roads because we're going to build out. It's going to mean additional calls for fire and police. It may or may not include additional children for the Recreation Department. We haven't addressed recreation and that's up on the list. As you know, you're going to have more people coming in to register. Jim your load is going to increase because you have more houses to assess. Finance, budget needs, and demands on you and your staff in terms of you manage the water collection and a lot of other things and then of course again there's IT and we know that as the municipality grows, the IT needs are going to grow. There's going to be more equipment to service and there's going to be a demand for more staff and more equipment costs and the latest and the greatest otherwise we fall behind. I'm beginning to realize that. We need to pull together as a team and we need to work as a team and design a plan. I think tasking people that are really interested and committed to doing this. I think all of our department heads are I think is a fantastic approach to do it rather than pay for a study - somebody to come in and tell you what you already know about your office, your building, your town sometimes doesn't make sense to me if we can have a team that meets on a regular basis. I'm sure we could commit three hours a week, 4 or 5 people sit down and address what are we looking for a structure? Where? What land is available? How do we get there? Benson Park I think is a great idea. We are fortunate.

Selectman Coutu noted you know you mentioned me in going to see the Governor. I was fortunate that John Lynch was a friend of mine so that helped. That doesn't mean that whoever the next governor is going to be whether it's - I have an idea of who the next Governor is going to be. I think that we need to have a comprehensive plan if Benson's is the target. Once we have the plan, it could go anywhere but we can pitch it to our State leaders in terms of we need 14 acres on 111 right next to Benson's Bakery working back there and there's a right of way there to get into the property and look at the wetlands and see if it's feasible. If it is and we go in with a comprehensive plan, it's going to involve DOT again because they have to write off on it. It might cost us a few bucks. They might say well we're going to need this, that and all right. We got the senior center built for \$80,000 but you provided the \$80,000 in labor. We can trade off with the State. There's things we can do. That is not cast in stone. Work with the legislature and this is probably going to mean Mr. Chairman bringing the legislatures back in here with some of our - if we have a team of 5 municipal leaders drafting this plan and you were able to meet with the legislatures and the Board of Selectmen and say now what are you going to do for us, let's put the onus on them. What are you doing for Hudson? You know it is a problem on Lowell Road. You can solve that problem a lot quicker than we can. What share of taxpayer money that's going to Concord comes back to Hudson? Kevin you made a statement in terms of we deal with issues with plowing every year. We deal with issues with you come in and they build all of these islands on Lowell Road and they let the grass and little trees are growing through them. They don't even maintain them. You beautified the entrance coming off the Sagamore because you heard us being upset about its appearance. You said I'll take it upon myself to get that done. It's beautiful. Have they come and maintained it? No. Have you? Yes. I noticed when it's cut. I know the State didn't come and do that. We can't get them to cut the mountain coming off the Sagamore Bridge. That's becoming an eyesore that whole mountain. I don't know how you want to approach this Mr. Chairman in terms of tasking but I think we should develop an internal document.

Patti Barry wanted to say that it's great having a plan going forward but it comes down to the voter. I don't think we as a town do a good enough job getting that information out to the voter. A lot of times we rely on presentations at the Deliberative Session but yet you only have 200 people out of 17,000 registered voters who go to that Deliberative Session. So there's still a large majority of residents that don't know the information before going to voting day. A lot of times they don't know what they're voting on. I think we need to do a better job informing the residents of Hudson long before March comes for anything that we want to go forward with. I think that's key. The school uses their e-mail system and they have just sent everything out through the e-mail system so everyone knows going in what's going to be on the school ballot. I think we need to do something similar.

Chairman Luszey talked to the Chairman of the School Board. Hopefully this year we begin the effort of collaborating on what needs to get done as a town. What came across loud and clear last year is the school is going to impact the tax rate significantly and we kind of lost in that battle and yet - I need to be careful on how I say this right - safety won out over a track meet and that's not goodness. Some of the people on the school side recognize that and they're willing to help us get through to the taxpayer and to the people of this community that there is a ton of stuff that we're trying to identify that needs to get fixed but we're going to end up as Detroit and WE can't let that happen.

Lisa Nute thought kind of going full circle again too, I think that's where maybe our CIP process can get better. If it starts like this meeting, and I thought this was a great idea and I think your idea of continuous meetings of whether smaller teams or not and I realize this is only one-third of what we do but if the school did the same and the library with their Trustees and then that committee came back together - CIP and it started from these, we're all involved in that and the focus is on that where you've got the Planning Board is actually the voice behind that if they were coming before Deliberative Sessions to say this is the importance of CIP. This is why we have to stick to that plan. This is the plan. Then it's not just us having to do our homework with the voters but it's coming from the people as well. It's coming from our volunteers and the Planning Board, etc. I don't think the importance of the CIP is there. I don't think voters even

know what CIP is that there's some plan out there that I think it needs to have more importance and I think in this town and we need to stick with it and it can't constantly be changing like it always has over the years.

Chairman Luszey partially agreed with you but if you take a look at the CIP and how it's been handled in our community for at least 15 years because that's last when I was on it. What was in that plan, and what gets put to the voters, and what the Board of Selectmen has to choose from it's totally different. Lisa Nute said that's what I mean. It doesn't work. Chairman Luszey noted the CIP is there because it's required. Ms. Nute stated there's no guts behind it. There's nothing. Chairman Luszey said to look at the plan today. It doesn't really address half of what we've been talking about tonight and yet it's there.

Selectman Coutu indicated CIP comes across as a wish list rather than a need list. We need to develop a need list and we need to - I was just thinking in terms of how the schools are able to make use of their resources to get the message out. The two things that are read the most I think in the Town of Hudson - and I'm not looking for favors - would be the Hudson/Litchfield News and the tax bill. We need to use either of those tools to put together a newsletter about where this town wants to go and how we're going to get there and continuously use...I think that if somebody were to get an envelope and said it came from the Tax Collector and it's just a bulletin inside, it will get opened and they'll look at it and read it or us engaging with our local news resources which is our local newspaper and have them continuously run stories. I know that there were a lot of stories about the fire department in there. It lets the community know that there are services that are being provided. We know that in the police department we had the police academy and people are aware that we had those things. I talked to people and said yeah I read that in the paper or whatever. We have never taken advantage of those things. We wait until the last minute. It's a month before election and we got a couple of warrant articles. We stand in front of 200 people depending on how good a day it is and say you know we really need your help and those 200 people have already made up their mind before they walk in the door because those are the people that are most committed, most involved or have an interest in what we're talking about - department heads and municipal employees. So their minds are already made up. We need to reach those people who typically don't go vote and if you can convince them to go vote, you're going to convince them to buy into what we're trying to do. I think that's the avenue. Whatever committee we have, explore ways of keeping in touch with the voter every day, every quarter, every month.

John Cashell pointed out the Deliberative Session is on TV and it's shown multiple times. It's like all the Board of Selectmen, Planning Board, and ZBA meetings are on TV. A lot of people are watching. It's just not those 200 people. A lot more people are watching the Planning Board meetings than the two people that are here in attendance. How do I know that, you bump into people that are watching it. So you have that median and don't forget about it. It's there. It's on TV all the time. People are watching. That's why you don't have 1,000 people or 500 at the Deliberative Sessions. They're staying home and watching in the convenience of their homes.

Chairman Luszey noted I'm going to wrap this up now. I want to thank everybody here. As far as going forward in the approach, at our next Board of Selectmen's meeting I'll work with the Board to establish a team with the Town Administrator to kind of take my notes and the notes that Donna put together to document what we talked about tonight and begin to put together a structure of a document that we will begin to work with. I'd like to call this group back together but it would not happen until March. If you think about it, we've got the Primary coming up. Right after that we're into budgets. We're in for the Deliberative Session and then we're into the general election. My commitment is to get this framework put together and hopefully we can continue this into next year. We'll be able to put some solid stuff on a ballot for FY19 year. Kathy Carpentier noted that's a long time away. Again Chairman Luszey said it starts out with my conversation about the length of time it takes to get things through a cycle. That's not okay for an immediate need we have called the fire department. We're into the third cycle of that and I would let the Fire Chief come forward to the Board in the next couple of weeks to present what he believes is a solution so that we can start talking about that need prior to the budgeting cycle.

Unless anybody has any closing comments on this particular topic, Chairman Luszey said we can bring this one to a close.

6. SELECTMEN COMMENTS

Selectman McGrath - I don't really have any comments. I think that this is a good start. I think that my only fear about this evening is that the voters - people that are watching this meeting will take away the idea that we're trying to do everything all at once and that the cost is going to be explosive and they'll be concerned about that. I just hope that we've conveyed that that's not the case. It's a long-term plan and it's something that we really do need to address. Again I hate to say it. I hate to say it for myself. I've been round for so long and it's been more than 30 years since I started getting involved in town politics. I was going to make this comment earlier this evening. I remember Lenny Smith coming up to me very early on when I got involved and telling me that we were going to have the circumferential highway and that it was a done deal. It was going to happen and I knew Lenny for a long time and every year he'd come back and say we're still working on it. It became evident that it wasn't ever going to happen for a number of reasons - cost being one of them but also all of the regulations that the federal government have imposed - the wetlands, the EPA, everything that would go along with that. I think to even think that it's still possible, I've come to the conclusion that it's not. Again for those reasons the cost and all of the regulations that we'd have to overcome.

Selectman McGrath was encouraged by this meeting. I think that it's been a long meeting but I think that we've accomplished a lot.

Selectman Nichols - I was encouraged by this meeting. I thought it was great. I liked the idea of everyone being here giving their opinions. I liked the idea of a big complex. I really do. Granted it's not going to be done yesterday. It's going to take years. It's going to take time. I do like that. I like the idea of everybody being fairly close so that you can go to one place and you can get your needs taken care of. I hope that the voters and people that are watching will understand all the things that have been discussed tonight and what people have said. I am encouraged by it and I'm hoping that it will go better as the time goes on.

Selectman Saucier - I just want to thank all of the department heads for being here tonight. I know it's generally a long day for you and having the meeting makes it a long night for you. SO thank you all for being here. For me it was an informative night because it's my first year so it gives me a better perspective of what's going on and looking into the future as well and I hope everyone at home that's listening lets them know the things that we're looking towards and that we're looking to do with the community. That's all I have.

Selectman Coutu - First of all I want to thank you Mr. Chairman. This was your idea. I think it's long overdue. I think this is one of the most - I was able to gather more information from tonight's meeting than I have in a long time from all of you and we have not done this collectively for some time. We see each other more than one in one room at the same time typically during budget season. Two or three of you were sitting there and you were waiting to present your budgets and we get to see you but collectively unless we were to come here with the Town Administrator on a Wednesday morning at the staff meetings, we would not see you. I've never come to a staff meeting. I feel that that's our opportunity to vent and you're not going to vent if I'm sitting there. Some of you would but most of you would not. I want to thank you Mr. Chairman and especially all of you. I echo what my peers have said on the Board is that I appreciate the fact that you've taken the time. You knew that this meeting was coming up and in a brief moment gave us a little bit of a perspective an overview as to what your vision is. I would have liked to have had more in depth. I've heard nothing from Recreation. More in depth from police and fire. Fire I know that you're concerned about another station and that was where you were tasked and asked a question but we could have expanded more about what is population growth due to our public safety. I thank each and every one of you for being here sincerely.

Selectman Coutu thanked you Mr. Chairman and everyone who has called about my problems at home with my home and we're making progress. That's a good thing. The fire department, ambulance service fantastic. I have to thank those guys. I'm going to stay on a positive note. I'll get to the negative in a minute.

Selectman Coutu noted Old Home Days - that's our biggest community event every year. I always look forward to it. It's become an annual tradition for me to go to the fireworks. This year it happens to be on my birthday so August 11 to August 14th. This group of volunteers and they're local people - I'm not going to mention names because there are a lot of volunteers on the sidelines who've put a lot of effort together in cooperation with the former people who ran the Old Home Days Committee is still contributing on the side and the Old Home Days benefits Hills House, the Historical Society, and it also affords an opportunity for families to get together recreational. I hope they have great weather. I wish them much success. I will be there. I hope to go there for a couple of days - August 11 to August 14th.

On a negative note, Selectman Coutu said I've been dying to do this for a year and I haven't done it. On Saturday mornings typically you ride up and down the streets of the Town of Hudson and you see a plastic bag like this with an insert put out by the local daily newspaper - the Nashua Telegraph - and it's thrown on people's lawns. I've had people call me for 8 years and for 8 years I've promised people I was going to bring it up and I never have. I was reminded again last week by two people who complained to me about this being found on their lawns. Let me just say that I've done some research and as a matter of fact I've read an article most recently about how this has been tested in courts in a couple of States. This to deny them an opportunity to throw this on your lawn is in violation of Article II of the Constitution. They have the right of free speech and they can throw this on your lawn. However I questioned that but the Supreme Court has upheld it. So does that mean I'm a candidate for public office I'm going to start throwing literature all over town on your lawn every single day? I wouldn't get you to vote for me you'd be but however it's protected but if somebody rides down the street and he throws a candy wrapper out the window, a police cruiser can pull him over and give him a \$200 fine for littering. It's a \$200 fine. I consider it littering. I don't care who does it whether it's the Telegraph or some other newspaper, or some advertiser just goes around and starts throwing flyers all over the lawn because they think they're protected by the Constitution is beyond me. However Selectman Saucier has advised me that when she first noticed when she first came to town that this was appearing on her lawn, she made a call to the Telegraph and she asked to be removed from the list. It took a couple of week but they took you off the list and it went how many years 3 years and now it's starting up again so you're calling them to remind them. I'm advising people look I guess they have the right to do it so I'm not going to rewrite the Constitution not today. Donald Trump is working on that. This is allowed by law I guess and they have a right to do it. If you want it stopped, call them and ask them to remove your name from the list. According to Selectman Saucier, you weren't a selectman back then, they did take you off the list. They probably will take you off the list. I subscribe to the Telegraph so I get one delivered every day so I don't get this garbage. IF they keep it up, I'm going to stop my subscription because I read more in the Lowell Sun about Hudson than I do in the Nashua Telegraph. That's my commentary for this evening.

Selectman Luszey - I have nothing further to add to that other than I would like to thank each and every one of you for indulging me this evening. I think we made a good start with this. My commitment to you is I will continue to plug away with this with each and every one of you and this is not meant to scare the voters at all. It is not meant to portray the message that we're out there trying to do everything. It's actually quite contrary. My intent is to figure out how to solve these problems, attack these issues that we have that are quite significant and costly in nature and do it in a way that we could actually minimize the cost impact to the town. Again one of my goals is to figure out how to stabilize the tax rate over the long term so that the taxpayer has some knowledge that their tax rate at least on the town side is going to be somewhat stable so that they can plan for the future.

7. ADJOURNMENT

Chairman Luszey adjourned the meeting at 9:35 p.m.

Recorded by HCTV and transcribed by Donna Graham, Recorder.

Ted Luszey, Chairman

Marilyn McGrath, Vice-Chairman

Roger E. Coutu, Selectman

Pat Nichols, Selectman

Angela Saucier, Selectman