

**Enfield Board of Selectmen
Public Works Facility, 74 Lockehaven Road
Enfield, New Hampshire**

MINUTES of January 7, 2019

Board of Selectmen: Meredith C. Smith, Chair; John W. Kluge, Katherine D.P. Stewart

Administrative Staff: Ryan Aylesworth, Town Manager; Alisa Bonnette, Assistant Town Manager

Others: James Bonner (video), Police Chief Roy Holland, Kim Quirk, John McHenry

CALL TO ORDER

Mrs. Smith called the meeting to order at 6:00 PM.

APPROVAL OF MINUTES

December 17, 2018 Regular Session: Mr. Aylesworth requested the following changes:

- P3: in reference to Regan, there is an 'a' and should be Reagan. Please correct throughout.
- P4: at the top, please include Katherine as the vote against.
- P4: delete sentence starting 'the board was split on the matter...'
- P5: 'a good idea to reach out to financial advisors' and 3rd sentence 'financial advisors'. Insert presentation 'by a reputable advisor'.
- P5: 2019 budget recommendations, '2.3% increase in general fund appropriations'
- Next sentence, remove 'shortfall' non-property tax revenue will come in below for reasons that are beyond our control.
- With regard to FEMA funds, insert 'for storm damage'. In 'reval year...' insert 'our assessor believes...value'
- 'the requests from department heads have been thoroughly reviewed and the town manager budget recommendations include approximately \$250,000 in cuts from what was initially requested by the departments'
- 2nd to last sentence: insert 'Mr. Aylesworth also noted that the town's commitment to increasing the annual appropriation to the CIP Capital Reserve Fund also puts a strain on the property tax rate'

Ms. Stewart would like to review the public meeting minutes changes prior to approval, approval is postponed to the next meeting.

December 17, 2018 Non-Public Sessions: Mr. Kluge requested the following changes: on page 2 of the non-public minutes opened at 7:58 PM, change August 20th to reflect the correct date. Next to last sentence: in the next to last sentence 'this is something we need to remain aware of.'

Ms. Stewart made a motion to approve the non-public minutes of December 17th as printed and corrected, Meredith Smith seconded, vote unanimous in favor of the motion 3-0.

COMMUNICATIONS

Town Clerk's Report & Vehicle/Boat Registration – December 2018: Mr. Aylesworth stated that YTD this is up about \$35,000 from last year. Ms. Stewart would like to know if we have a trial balance. Mr. Aylesworth is projecting more than the 2017 number. Hopefully we would hit or slightly exceed the 2017 numbers.

Notice of Wetlands Permit Application – Jake's Market & Deli, Map 33, Lots 32 & 34: Mr. Aylesworth stated that we are in receipt of a letter from AD Klum Environmental. This will probably be a topic of interest at the ZBA meeting. Mr. Kluge asked if the Conservation Commission is interested in this. Alisa Bonnette stated that the Conservation Commission made a site visit Saturday. This is a notification since we are abutters and it is attracting some attention now. Internally lit signs will be the focus of the ZBA meeting, but this may come up as well.

Route 4 Sewer Connection Notices: Parmenter, Tenney, LaCroix: Mr. Aylesworth stated that with Ms. Bonnette's help there have been three letters disseminated. To Ms. Tenney a reminder that her waiver request was denied. Mr. and Mrs. Parmenter were advised that the waiver does not follow the property so the waiver is no longer in place as the property has changed hands. Mr. LaCroix was informed of the denial of the waiver for the two residential properties for which he had applied.

BOARD REPORTS

Mr. Kluge had nothing to report. Ms. Stewart stated CIP would be covered later in the meeting by Mr. Aylesworth.

Ms. Smith stated the Lakeside Park Committee is meeting tomorrow and there will be a public hearing tonight at 6:30 or so.

TOWN MANAGER'S REPORT

Land Use and Community Development Administrator: Mr. Aylesworth stated that we have received 4 qualified applicants for the Land Use and Community Development Administrator position which is the reconstituted Planning/Zoning Administrator position. One of the four candidates has just accepted a position somewhere else so now there are three candidates and interviews are being scheduled. Depending how those go, we will move ahead with a second round (via skype or option to travel here at their own expense for an in-person interview) or re-advertise the position. Two applicants are from the southwest and one is from CT. In the meantime we have a circuit rider, Vickie Davis, as acting Planning/Zoning Administrator from the Upper Valley Regional Planning Commission. She'll be working 16 hours/week minimum in office and 20 hours/week total. Office hours will be Tuesday and Thursday. She has a great deal of experience and Mr. Aylesworth is confident that she will be able to keep the boat afloat.

Ambulance Billing: Mr. Aylesworth stated that there was a successful meeting of the police chief, the ambulance chief and himself with Medical Billing Services and they are working on a proposal. The president of MBS believes, conservatively speaking, that we will be able to improve our collection rate by 85%. As compared to Comstar, our current 3rd party medical billing company who will not currently return calls, this is very promising.

2019 Budget/CIP: Mr. Aylesworth stated that there will be a budget/CIP Committee joint meeting tomorrow. Each budget committee member will have the opportunity to suggest changes or deviations

from the recommended budget that was suggested last month. The CIP Committee will be there to ensure that there is communication about the capital items that the CIP Committee is proposing to be funded in 2019. We will discuss those more when it comes up on the agenda.

Municipal Facilities Optimization Study: The municipal facilities optimization study is progressing. Late last month the architect had two successful meetings with Mr. Aylesworth, department heads, key committee chairs and community stakeholders. The feedback from all was highly valued; it looks like many people have different visions for the future and all of these ideas are being batted about as the architect moves to making some final recommendations. The architect is looking into all of these different permutations, will work them up and make simple renderings to in association with his formal written recommendations.

Wastewater Planning & Asset Management: A kick off meeting was held today for wastewater planning and asset management. DPC engineering, Jim Taylor, members of DES and Mr. Aylesworth met and everyone seems to be on the same page. The Board was asked to look at their calendars for a date to hold a workshop related to levels of service and expectations for the sewer system. It would be good for members of the Selectboard to be part of this discussion, and at this time we're looking at late February. After the budget meeting but before Town Meeting would be a good time to do this.

State Delegation: At the next Selectboard meeting on Jan 22, State Senator Hennessey and State Representatives Dontonville and Adjutant will be present to meet and share perspectives on where they see both chambers of the state legislation going this session and we can communicate about projects and legislative priorities that are important to us here in Enfield. It is our hope that they can then carry that message with them to Concord while they are doing their work. It was suggested Executive Councilor Mike Cryans be invited to attend as well.

PUBLIC COMMENTS

Kim Quirk, representing the Energy Committee, Weatherize Program: Last fall the Energy Committee submitted an application with Mr. Aylesworth's approval to the Vital Communities Weatherize Program and Enfield was selected to work with them, kicking off this January 19th at the high school! The Board will see the signs going up around town; the Committee has information to leave at the town offices. Participants can get a very inexpensive audit of their house to find where they can have better weather sealing or insulation, and then there are contractors who will work with them to achieve that. They can also submit an application to NH Saves for the opportunity to have half of their weatherizing paid for, depending on the need. This is a joint effort with the town of Canaan. There is no income limit to the program; everyone is able to have the inexpensive (\$100) home audit.

Roy Holland, Chief of Police, Medical Billing: Chief Holland wanted to comment on Mr. Aylesworth's earlier statement about Medical Billing Services, he knows that being able to recoup 85% improved revenue sounds like a lot, but he asked around to 3 different customers who work with them currently, and apparently what was presented to them as an improvement was what Medical Billing Services was able to achieve. All three parties that he spoke with have been extremely happy with the work of MBS. Ms. Stewart asked if Mr. Aylesworth needed anything further from the Board to proceed in discussions with MBS? Mr. Aylesworth stated that it is his understanding that the Board is interested in continuing to investigate MBS as opposed to staying with Comstar. The Board agreed. Mr. Aylesworth stated that no further action is required from them at this point.

BUSINESS

John McHenry – Maintenance at Graham Road/Lockehaven Road (Town owns corner lot): Mr. McHenry stated that there was a culvert replaced about a year ago by the town. There appears to be a little bit of ownership by the town right around the entrance. He spreads sand by the road so people can pull off to get their mail. He hopes that the town could sand that area.

Ms. Stewart stated that there is always sand available at the Public Works building for anyone.

Mr. McHenry restated that the town of Enfield owns the property at the entrance.

Ms. Plumley Stewart asked how far down the road does the town own?

Mr. McHenry stated that the first lot is empty but the town owns the section right at the beginning of the road.

Mr. Aylesworth stated that he will follow up with the DPW Director regarding this parcel. It is not a piece of property that the town is encouraging the general public to use.

Mr. McHenry reiterated that he would like some assistance in keeping this area safe, if possible.

Mr. Aylesworth stated that he would discuss the matter with Jim Taylor. Mr. Aylesworth is relatively certain that, if other towns were queried, we would find that what is being requested is not commonplace and would likely set a potentially problematic precedent, but he is happy to broach this topic with the DPW director and see if he has a different thought on that.

PUBLIC HEARING

At 6:40 PM Mrs. Smith requested a motion to open the Public Hearing. Ms. Stewart made a motion to open the public hearing, Mr. Kluge seconded, vote unanimous in favor of the motion 3-0.

Mrs. Smith stated that this is a public hearing to discuss the acceptance of donated funds in an amount greater than \$10,000 in support of the Mascoma Lakeside Park, for deposit in the Mascoma Lakeside Park Trust Fund.

Mrs. Smith stated that this gift in the sum of \$50,000 was received from the Byrne Foundation.

Mrs. Smith asked if there was any public comment about Mrs. Byrne's gift.

The group expressed great gratitude for Mrs. Byrne's generosity in this instance and others. Mrs. Smith stated that enclosed with Mrs. Byrne's gift was a very kind note praising the work of the Mascoma Lakeside Park Committee.

Mrs. Smith made a motion to close the public hearing at 6:42 PM, Ms. Stewart seconded; the vote was unanimous in favor of the motion 3-0.

Mr. Kluge moved to accept the gift in the sum of \$50,000, Mrs. Smith seconded, the vote was unanimous in favor of the motion, 3-0.

Safety Program Guidelines Update – Slip, Trip and Fall Policy: Mr. Aylesworth stated that in order to receive a discount on our town's insurance policy, we needed to provide an updated slip trip and fall policy. The Joint Loss Management Committee has been meeting quarterly and they approved this

policy. It needs to be voted on by the Board. It is based on a model policy provided by the Town's insurer and will be included in the Town's safety guidelines and in the employee intranet.

Ms. Stewart requested that a comma be placed before the phrase 'such as Yak Tracks' to make clear that it is a dependent clause.

Mr. Kluge moved that the corrected Slip Trip and Fall Policy be approved, Mrs. Smith seconded, the vote was unanimous in favor of the motion, 3-0.

Police Cruiser Damage/Vehicle Replacement: Chief Holland stated that on the 23rd of December, Officer Lewis was involved in a crash at the 4 way intersection at Whaleback Mountain Rd. The cruiser was damaged such that it was totaled; damages in excess of the \$16,000 blue book value. No one was seriously injured in the accident to Chief Holland's knowledge. Due to changes in production by Ford, we are left in a position that we can't buy a new (2020) car right away and 2019 is unavailable. Chief Holland has found 2 dealerships that have 2018 cruisers and quotes have been given to the Town Manager and subsequently included in the Board's informational packet for this meeting. As of now, we are going to get approximately \$13,000 from insurance (this is still possibly negotiable). The total expense for a replacement cruiser is expected to be approximately \$30-\$31,000.

Mrs. Smith asked if the insurance of the other driver would help at all.

Chief Holland stated that they were insured for liability only and it will likely be declared a no-fault accident. The stop sign that was there was removed via some official town channel...it is back there again but was not there that day.

Mr. Aylesworth explained that there will be a public hearing to discuss this. It is the Chief's recommendation, and Mr. Aylesworth agrees, that trying to limp along without the cruiser between now and long after town meeting would not be best. What will happen is there will be a public hearing to discuss expending CIP Capital Reserve Fund to approve the purchase of a new cruiser and between now and then we will try to secure the best pricing for it.

Review of Capital Items Recommended by the CIP Committee for Funding in 2019: Chief Holland informed the Board of a mistake by his predecessor in the year cruisers were due for replacement. Mr. Aylesworth stated that CIP expense projections will be changing based on this new information.

- **Police Department request to replace the base radio system at a cost of \$5,000** – Renovations to the police station including updating the sally port to an evidence room and the server/IT will relocate to the old evidence room. This will help bring the PD building into compliance with up to date security standards. With regard to the radio base station, it is from 1992 and the parts are no longer made – replacements must be sourced from eBay and similar, if available at all. Mr. Aylesworth emphasized that no matter what the facilities study comes up with, these upgrades will not have been a waste of money.
- **Crystal Lake Road** – supplemental \$58,000 for completing paving will be rolled into planned projects on Crystal Lake Road
- **Huse Park Basketball Court** – It was decided that this would not move forward with \$15,000 of CIP money unless there was another external \$15,000 from a grant or donation. That has not happened – but if it happens in 2019 it will go forward. 2019 will be the last year that this approval will carry forward; then it would have to be re-approved at a Town Meeting.

- **Police Department Cruiser Replacement** – The original request was to replace 3 vehicles and add 2 more for a total of five cruisers. However based on what we have learned, we are going to hold off on replacing all but the one that was totaled recently. You may expect to see the remaining vehicles in next year's CIP budget request.
- **Cat Grader** – Our Cat Grader will need to be replaced or overhauled. Replacing it will cost about \$300,000 but we can have it overhauled for about \$25,000 and we will get upwards of another decade's use out of it.
- **Truck Replacements** – The Highway Supervisor's truck (3/4 ton) and a Ford F550 with a plow wing and sander will need to be replaced.
- **Transfer Station Zero Sort Compactor** – well outside it's useful life, it costs about \$20,000
- **George Hill Road Reconstruction** – This is a particularly bad section of this road. There will be a 15 year note for \$250,000
- **Whitney Hall Paving** – CIP will defer paving Whitney Hall parking lot until after facilities study is complete.
- **Community Building Locks** – We want to move forward with upgrading locks in community bldg. We are just waiting on the Firemen's Association to have a vote to provide \$3,000 for a share of the cost.
- **Ambulance Building Improvements** – \$46,000 was requested but CIP thinks \$10,000 will provide a sufficient patch until the facilities study is complete.
- **Fire Department** - \$65,000 for support vehicle replacement requested for 2020, but since a new Engine 4 has been postponed at least one year at this time, this request got moved up (F250 pickup). CIP voted to authorize up to \$40,000 to replace Car 1.
- **Air Cylinders** – CIP voted to set aside up to \$30,000 for replacement of air cylinders.
- **Pre-existing Debt Service** – before any of this we have approximately \$205,000 of existing debt service going back as far as a 2012 DPW vehicle lease.

When purchased items are combined, it adds up to approximately \$346,000 in withdrawals and with scheduled appropriation of \$422,000, there is a net increase of about \$76,000 in the CIP Capital Reserve Fund.

This must be recalculated to consider the changes in cruiser purchases. When recalculated it would add up to approximately a \$46,000 net improvement in 2019 as a result of the one cruiser being replaced (due to the collision) being paid for in cash (as opposed to being financed with the first payment due a year from now). We are delaying a future debt service payment on the rest of the cruisers.

This information will be presented at the Budget Committee meeting tomorrow as well.

Review of DRAFT 2019 Town Meeting Warrant: There may be zoning articles not reflected here inserted between #1 and the first un-numbered article.

Article 1 is the election of officers.

We have a tax increment finance district that was approved in 2005 which was authorized for 15 years. It is not currently known whether this needs a vote to extend it or not, Mr. Aylesworth is getting formal legal opinion.

The next article needs to be amended in light of the new police cruiser information – revised down to \$130,000 from \$290,000.

The next article is regarding the George Hill Road Improvements.

The next article is \$75,000 with 100% principal forgiveness to do a study of our own wastewater treatment plant. We will have to pay perhaps \$2,000 interest. We need Town Meeting authority to access those funds.

The next article discusses general municipal operation of just under 6.7 million dollars.

The next article is in regard to master planning and there are different options for raising or accessing that money. This project is long overdue. The last full master plan was in 1995. Updates were made in 2006, but the Planning Board never voted to adopt it.

Ms. Stewart would like to see multi-year funding approval in an article for master planning as a separate article.

The next article is about depositing funds into the Employee and Retiree Benefits Trust Fund, paying for HRA reimbursable expenses and benefit pay outs upon retirements. Due to unforeseen expenses this was depleted in 2018 and we are starting over.

The next article is the standard raise and appropriate for the CIP Capital Reserve Fund, \$422,000.

The next article will be discussed later regarding the Fire Department.

The next article relates to the town clerk position. This may not be on the final warrant pending further research with the attorney for the New Hampshire Municipal Association. The question is whether town clerk can/should be appointed or elected.

The next article relates to an article last year allowing the Selectboard to accept gifts of property. This gives them the authority to sell property (other than tax-deeded property which was previously authorized).

The last one is basically open mic time.

Please provide guidance and feedback to Mr. Aylesworth in the upcoming days.

ADMINISTRATIVE ITEMS

Application for Restoration of Involuntarily Merged Lots – This was postponed.

OTHER BUSINESS

Mr. Kluge moved to enter non-public session at 7:30 PM, RSA 91-A:3 II (c), Ms. Stewart seconded the motion. Mr. Kluge – aye, Mrs. Smith – aye, Ms. Stewart – aye; vote unanimous in favor of the motion (3-0).

Mr. Kluge moved to come out of non-public session at 7:58 PM, Mrs. Smith seconded, vote unanimous in favor of the motion (3-0).

Mr. Kluge moved to enter non-public session at 7:58 PM, RSA 91-A:3 II (l), Mrs. Smith seconded the motion. Mr. Kluge – aye, Mrs. Smith – aye, Ms. Stewart – aye; vote unanimous in favor of the motion (3-0).

Ms. Stewart moved to come out of non-public session at 8:00 PM, Mr. Kluge seconded, vote unanimous in favor of the motion (3-0).

NEXT MEETING

Tuesday, January 22, 2019, 6:00 PM, Public Works Facility, 74 Lockehaven Road, Enfield

ADJOURNMENT

Mrs. Smith moved to adjourn at 8:02 PM, Mr. Kluge seconded, vote unanimous in favor of the motion (3-0). Meeting adjourned.

Meredith C. Smith, Chairman

John W. Kluge

Katherine D.P. Stewart
Enfield Board of Selectmen

Town Manager Report – January 7, 2019

General Information and Updates from Departments

- This past week William Shoemaker, who serves as the head of buildings and grounds within DPW and has been employed by the Town for approximately 10 years, informed the Town that he intends to resign his position by mid-March in order to relocate to the South. Will's service to this community is appreciated and we wish him well in his future endeavors. The Town Manager is working with the DPW Director to develop a succession plan for the position.
- The Land Use & Community Development Administrator position was officially advertised on the NH Municipal Association, American Planning Association, and ICMA online job boards in early-December. After approximately one month of advertising, we have received applications from four qualified candidates. Unfortunately, one of these candidates just accepted a position with another community and has respectfully withdrawn his application as a result. Interviews with the three remaining candidates are being scheduled for this week (likely Wednesday afternoon). An additional round of interviews will likely ensue. The position vacancy will be readvertised if none of the three remaining candidates are deemed to be the right fit for this critically important position. While we search for the right professional to fill the position, the Town of Enfield has contracted with the Upper Valley Lake Sunapee Regional Planning Commission to retain the services of a "circuit rider" to perform the core duties of the position relative to planning and zoning. The circuit rider is Vickie Davis, who has ample experience in the field (having served as a municipal planning and zoning administrator in the past). Vickie officially started her temporary appointment with the Town on January 2. Her office hours will be Tuesdays and Thursdays from 8:30 AM to 4:30 PM. She is contracted for up to 20 hours per week.
- As previously reported, the Town Manager, Ambulance Chief, and Police Chief participated in a meeting with Jeff Spencer, President of Medical Billing Services, LLC. Medical Billing Services provides third-party ambulance billing services and is a competitor of Comstar, the company who currently provides these services to the Town of Enfield. The information provided by Mr. Spencer inspired a great deal of confidence. Subsequent to the meeting, Mr. Spencer was provided data on ambulance service calls/responses and billing/revenue reports generated by Comstar so that he could better estimate how much revenue collection would be improved if the Town of Enfield elected to retain his company for these services. After completing a detailed analysis, Mr. Spencer estimated that the Town's level of revenue collection could reasonably be expected to increase by approximately 85%. So, using revenue collected in 2019 as an example, based on the number of calls that Enfield's ambulance responded to and provided transportation, Mr. Spencer believes that his company would have been able to collect approximately \$43,000 vs. the roughly \$23,000 that has been collected by Comstar. Mr. Spencer is in the process of developing a formal proposal for services that will be presented to the Town Manager within the next week. If the Town were to terminate its current relationship with Comstar, it would need to give Comstar 60 days' notice. At present, the President of Comstar has still not responded to numerous attempts made by the Town Manager to arrange for a meeting to discuss concerns the Town has about levels of revenue collection.
- On Christmas Eve day, a police cruiser driven by one of our officers (Amanda Lewis) got t-boned at the intersection of Whaleback Mountain Road and Methodist Hill Road. Most importantly, no

one was hurt in the collision. It appears that the Town will end up having to pay a deductible because it was not clear which driver was more at fault under the circumstances. The vehicle has been deemed totaled by our insurance adjuster based on the extent of the damage to the front and side of the cruiser (and its frame). At this time, we are anticipating an insurance payment of approximately \$13,000 to go toward replacement of the vehicle. It is likely that the BOS will be asked to approve the withdrawal of monies from the CIP-CRF to replace the cruiser in the near future as the department will not be able to fully carry out its duties if it is down one cruiser until the end of the summer (which is the earliest a 2020 model year Ford Interceptor would be able to come into service after being fully outfitted). As part of a separate agenda item, the Police Chief has been invited to share more details on the likely vehicle replacement cost (approximately \$29,000).

- It is our understanding that the Town's independent auditor (Tim Greene of Roberts & Greene, PLLC) is nearing completion of the 2017 audit, which we had previously been provided a draft of back in October. The Town of Enfield has furnished the auditor with the required legal representation letter from our Town Counsel (Barton Mayer of Upton & Hatfield, LLP) as well as the management discussion and analysis memorandum prepared by the Town Manager. The Town Manager and auditor will again review portions of the findings before the audit is finalized. Initial site visits relative to the 2018 audit have already taken place and will continue during March.

2019 Budget Development

- Tomorrow evening (Tuesday, January 8) there will be a meeting of the Budget Committee to continue deliberations on the 2019 operating budget. The committee expressed general support for the Town Manager's recommended budget, which was presented on December 17. At this time, it is not anticipated that the committee will propose significant changes, but there are shared concerns about the projected increase in the tax rate (3.4% to 6.7%) despite the fact that proposed increases in spending within the general fund operating budget is a modest 2.3%. The Board of Selectmen will be alerted to any substantive changes proposed by the Budget Committee. A portion of tomorrow night's Budget Committee meeting will involve a joint meeting with the CIP Committee, which is intended to give the Town Manager and CIP Committee an opportunity to inform the Budget Committee of the capital items that are currently slated to be recommended for funding in 2019.

Ongoing/Upcoming Projects

- Strategic Governance & Fire Department
 - As has been previously reported, the Town Manager and Mike Akillian from the Center for Strategic Governance (CSG) have completed further evaluation of the five alternative forms of governance for the Fire Department and Ambulance/FastSquad that were included in each department's respective strategic plan. This included arranging for a meeting in December that included the Town Manager, CSG staff, Fire Chief, Assistant Fire Chief, all three Firewards and the Ambulance Chief. Preliminary findings and recommendations offered by Mr. Akillian were provided to the Board of Selectmen prior to the December 17 meeting. A growing number of key stakeholders have approached the Town Manager to express their strong opinion that the Board of Selectmen should support placing an article on the 2019 Town Meeting warrant that calls for the Fire

Department to be migrated under municipal government with direct oversight from the Town Manager. Stakeholder expressing this opinion point to their perception of significant neglect among the department's leadership (three elected firewards and the chief), unprofessional conduct and unproductive interpersonal dynamics within the department, inadequate levels of response to calls within Enfield, and the need to dramatically improve the level of training held by most members of the department (the vast majority of current members, including a majority of officers within the department, do not possess Level 1 certification or any other formal training). The Board of Selectmen will need to make a determination in the near future relative to how it would like to proceed on this front.

- Municipal Facilities Optimization Study (MFOS)
 - This past month, Jay Barrett of Barrett Architecture provided the Town Manager a final copy of the report prepared by Schaal Engineering related to the current condition of each of the Town's existing municipal buildings (this report has been separately enclosed). Mr. Barrett has continued to develop and refine his preliminary findings and recommendations associated with the Municipal Facilities Optimization Study based on feedback he has received from the Town Manager, department heads, committee/board members, and other key community stakeholders. It is clear that there are some differences of opinion among stakeholders regarding the preferred course of action. All of the alternatives would require a significant financial investment by the Town in the years ahead, but some may be more cost-effective and/or more logistically convenient than others. Mr. Barrett is very patiently taking all of these factors into consideration and his counsel is proving very valuable.
- Wastewater Asset Management Planning Study
 - On January 7, the official "kickoff" meeting is being held for the municipal wastewater asset management planning study. Participants in the meeting will include the Town Manager, DPW Director, principals from DPC Engineering (the town's consultant on the project), and officials from the NH Department of Environmental Services. We anticipate that this project will be completed over a roughly three-month period, with formal findings and recommendations being prepared and publicly presented by DPC Engineering by this spring. As a reminder this project is being funded by a \$30,000 loan with 100% principal forgiveness, which has the effect of making it a grant. This asset management study is the first phase of a two-phase project, which will also include a detailed rate study and feasibility analysis of the Town constructing/operating its own wastewater treatment plant. The second phase of the project would be funded from a roughly \$75,000 loan (also with 100% principal forgiveness) from the NH Department of Environmental Services. This project would commence in earnest by this coming summer. Because the funding technically involves borrowing (even though the principal is being 100% forgiven), it will be necessary to include an article on the 2019 Town Meeting warrant that requests authorization to borrow these funds.
- Municipal Water Asset Management Planning Study
 - The municipal water asset management planning study (not to be confused with the municipal wastewater asset management study) has been steadily progressing over the last couple of months. As a reminder, this project (approximately \$30,000 total anticipated cost) is being approximately 50% (maximum of \$16,500) covered by a grant

from the NH Department of Environmental Services. The Town's consultant, Horizon's Engineering, would like to meet with the Board at its second meeting in January to talk with us about what sorts of projects/expenses we wish to have financed by user fees vs. other forms of financing (i.e., taxes, grants, etc.), what we anticipate the system growth will be each year (DPW personnel will help us forecast this). This in combination with the completion of the condition assessment that Horizons has been diligently working on will allow us to begin looking at financial projections. Horizon's also wants to have a conversation with the Town Manager and Board of Selectmen about what our level of service goals look like in four key areas:

1. Health, Safety and Security (i.e., what water pressure do we wish to maintain)
2. Asset Preservation and Condition (i.e., how many breaks per mile would be considered acceptable)
3. Conservation, Compliance and Enhancement (i.e., do we want to institute water conservation to reduce average daily use by a certain % by a certain year?)
4. Service, Quality and Cost (i.e., what is the maximum number of hours we feel it is acceptable to fix a break once personnel are on site)

Once Horizons has this information, we can schedule a public meeting to obtain stakeholder feedback and finalize the plan.

Recent/Upcoming Meetings

- On January 8, the Town Manager will be meeting with Corey Garry, District Director for U.S. Rep. Kuster, at the Congresswoman's district headquarters in Concord. The purpose of the meeting is to inform Mr. Garry of ongoing projects and possible upcoming projects in the Town of Enfield, and encourage the Congresswoman and her staff to lend support to these important projects. Topics will include the design and construction of new municipal buildings, possible design and construction of a local wastewater treatment plant, and transportation infrastructure projects for which the Town of Enfield has already submitted requests for funding (i.e., TAP grant, NH DOT 10-Year Plan, etc.).
- On January 14 or 15 the Town Manager and DPW Director will be conducting a follow-up meeting with principals from Horizon's Engineering to discuss next steps in the water asset management planning project.
- Members of our state legislative delegation (State Senator Hennessey, and State Reps. Dontonville and Adjutant) have been invited to attend the January 21 Board of Selectmen meeting for the purpose of meeting with the Board and having an opportunity to discuss shared goals/priorities (including those that may be aided by new legislation).