

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

MINUTES of February 19, 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

Community members present: Marsha Herrin, John Carr, Ellen Hackeman, April Guinness, Bob Cusick, Keith Thomas, and Frank Anderson and Charlie Matthews from Bank of New Hampshire Wealth Management Division.

CALL TO ORDER Meredith Smith called the meeting to order at 6 PM.

APPROVAL OF MINUTES

• February 5, 2019

John Kluge made a motion to approve the minutes as submitted, Katherine Plumley Stewart seconded. The vote was unanimous in favor of the motion 3-0.

COMMUNICATIONS

• 2017 Independent Audit Report [FINAL] – Ryan Aylesworth stated that there were no real substantive changes from the draft version that was presented to the group several weeks earlier.

• Town Clerk's Report- January 2019 – CORRECTED – In the last version, Motor Vehicle revenue was down 50% as compared to this time last year. Upon further examination, there had been an error in the tabulation, and the corrected YTD is a slight increase over the January 2018 totals.

BOARD REPORTS

• Enfield Village Association (EVA) – Katherine Stewart stated EVA held their annual meeting, but she was unable to attend.

• Heritage Commission – Meredith Smith stated that the Heritage Commission met last Monday with representatives from the Certified Local Government Program. The meeting was informative and this designation is worth pursuing.

Certified Local Government is a national program administered through the State Division of Historic Resources. The program offers grant funding to towns for planning purposes. Bristol has one, Lebanon has had one for 5 years. Mrs. Smith will reach out to find out how it is working for their town. Free money is involved so it is worth our time.

TOWN MANAGER'S REPORT

- **Employment** – Regarding current position vacancies in the grounds crew, Jim Taylor and Ryan met with an undergraduate student who is interested in pursuing an internship with DPW. The candidate is an Earth Sciences major at Dartmouth and is also pursuing an internship with NASA. When selected this candidate will assist with a comprehensive road evaluation and GIS project, which will generally follow Town of Peterborough's model (they successfully employ interns in this capacity as well).

- **Casella Public Meeting** – After a well-attended public meeting related to the Town's curbside rubbish collection and ZeroSort recycling programs, Casella pledged \$5,000 to the Mascoma Lakeside Park project.

- **2018 Annual Report** – The 2018 Annual Report has gone to printer, many thanks to Alisa Bonnette for the great effort. There will be a limited number of available copies at Town Hall and Town Meeting; notification will be through the town website.

- **2019 Proposed Budget & 2019 Town Meeting** – The February 6th budget hearing is completed, no change to the approximately \$6,677,000 operating budget that the Board of Selectmen was informed of during its February 5 meeting. All warrant articles were supported with the exception of the vehicle replacement article. The Budget Committee supported the DPW vehicle replacements, but not the Fire Department support vehicle. The vote was 5-3 against this article. The Fire Department will make their case at Town Meeting for why it is necessary to replace the support vehicle at this time.

- **Municipal Water Level of Service Workshop** – This Thursday, February 21st, there will be a public forum related to desired level of service on the municipal water system. Components of the comprehensive asset management plan being developed by Horizons Engineering will be shared at this meeting.

- **Fire Department Organization** – On Monday Feb 25th Brian Duggan from Municipal Resources Inc. is coming to tour the FD facilities and conduct interviews with members of the department to get understanding of current innerworkings of the Fire Department as part of a comparative analysis with at least 6 other municipalities.

PUBLIC COMMENTS

- Ms. Stewart let the group know that the Police Department offered to run radar for youth and family sledding Saturday. There will be pizza at community building at 11, sledding at 12.

BUSINESS

• **Shaker Field Dog Park – Rules** – Marcia Herrin explained that we are completing a 1-year trial of asking un-neutered dogs to use the smaller dog park, known as Ingrid's Park. This has gone well and they would like to ask that it be a permanent rule.

Meredith Smith made a motion to make the Shaker Dog Park rule with the current language as is permanent, John Kluge seconded. The vote was unanimous in favor of the motion, 3-0.

• **Reserve and Trust Investment Strategies – Presentation from Bank of New Hampshire (Wealth Mgt. Division)** – Ryan Aylesworth stated that at the NHMA annual conference, in casual conversation others during an evening function, the conversation turned to strategies for investments. He further stated that we don't need to do what everyone else is doing, but it is good for us to know our options. What has been set up for tonight is information gathering for a group discussion. For this reason the Trustees of the Trust Funds have been invited.

Frank Anderson, Senior VP and Charlie Matthews, Senior VP with the Bank of New Hampshire Wealth Management Division led a discussion of trust funds and reserve funds, record keeping, and MS9 and MS10 reporting. They discussed the town's options and how their bank can best help municipalities with trust and reserve fund investments. He asked that the Trustees first please tell them about our current situation and current investments so they can tailor their informational session to our needs.

Ryan Aylesworth explained that his perception has been that Enfield is in a small group of towns that has not diversified its investment portfolio beyond certificates of deposit (which carry no risk to principal). Enfield had a terrible experience with a financial advisor in the past, so we'd like to open lines of communication and explore options so that the Trustees can think about it.

Ellen Hackman, Trustee of Trust Funds, explained the following: "I was told not to lose money. There had been a few years where the town lost money. That was devastating; we invested in one particular stock that ended in fraud and is still in investigation. We've always used a conservative policy. We did do an RFP for investment consultants and met with a few places. We were informed the problem at that time was that the town couldn't make money without making really risky investments. The way we wanted to invest, conservatively, would have put us in the negative. That is where we are today. We mostly invest in instruments that are safe with some pretty good rates."

Mr. Matthews explained the following: In thinking about trust funds and capital reserve funds we start by asking what is the pool of money for? Capital reserve funds, where typically people are looking for safety of principal, satisfy ongoing liquidity needs and maximize yield while remaining consistent with what statutes require. Time horizon is often tied to capital budget, tax receipts and fund flow. Trust fund accounts are different in that they have a perpetual time horizon; there are other factors at play as we need our clients to be able to provide for the same services in perpetuity – over a long-term horizon. We look at factors like inflation to keep pace and outpace inflation over the investable horizon. These are two different situations, where guidelines are different due to different objectives and time horizons.

John Carr, previous Trustee of Trust Funds, stated that when we did our analysis 4 years ago, trust funds were a smaller portion of our portfolio. This made it difficult for investors to protect the principle while giving us access to the funds.

Mr. Matthews stated that CDs, treasury bonds, corporate notes that are investment grade quality are safe when they are structured appropriately. One of the things they really try to focus on is knowing the capital budgeting requirements as closely as they can, to provide sufficient liquidity to be prepared for a cash flow event. They can do that for many clients in a very safe, well diversified, fixed income investment portfolio, with an average maturity of 2-2.5 years. Frank Anderson stated that 0.3% annually is their fee for managing investments on the capital reserve side.

Mr. Matthews explained that in a trust fund they are trying to balance an income stream with expense needs going forward over time. Capital reserve liquidity needs are much higher in this equation. Those monies have to be there, which is quite different from a trust fund. Because a trust fund has a longer time horizon, they have to look at the market risk side of equation in terms of expected return and variability over 3, 5, 10 year horizons – that is the investible horizon on those funds. Capital reserve is a very different story, they have to be very safe, secure, and careful matching cash flows on both sides of the equation.

Mr. Aylesworth stated that some towns have capital reserve funds, separately, for each project. In Enfield, we have a more generalized capital improvement program, a general capital reserve fund where money is appropriated for all improvements, vehicles, road projects. Our capital reserve is intended to grow and exist in perpetuity similar to a trust fund.

Mr. Matthews stated that with regard to trust funds, the variability of returns will be a prudent investors way of looking at total portfolio risk as opposed to each individual. Capital reserves place the safety of principle on higher priority. It is allowable to use equities in it, but you are introducing market risk; if you had a fire or flood during a time that the market is not performing well, you would lose money. They share the Town's concern, but safety of principle and ensuring that there is cash flow available (100%) is the spirit of what the statute requires.

Mr. Carr asked how much bookkeeping they do, as it is quite a burden for the Trustees.

Mr. Anderson explained that he is the day to day operations manager, and the bank brings record keeping, compliance, audit, adherence to regulatory changes, many tasks the Trustees may find overly burdensome. The bank does the MS9 every month for all clients. We will never get to end of fiscal year and have a problem because they monitor all year long. They do MS9, MS10, and a lot of the Trustees they work with like that administrative help as much as the investment.

Mrs. Hackeman stated that the town doesn't currently have all of the money available to give to them; we have some good CDs with penalties for breaking early.

Mr. Matthews explained that there are issues within that structure. The issue with having trust funds in that structure is that if you're getting 2-3% by investing in CDs, with a portfolio managed by the Bank of New Hampshire we could get 7-8% per year. Bonds will get the Town

the same rate as CDs (perhaps a little more), with flexibility and advice to respond proactively to changes in rate conditions and stocks changes. This route is much more flexible than a CD. If you look at variability, a portfolio that is about 35% stocks is just as risky as a portfolio that is all bonds. One scenario is taking more market risks, one is taking pure inflation risk.

Mr. Anderson stated that they have a 3rd party independent auditor, they are FDIC insured, and they recommend that when they get a request to move funds, they call a second trustee to confirm. When they receive a request from a client, two people are involved on the bank's side. Clients get a monthly statement, online access, and the current municipalities they work with are happy. Successful outcomes come from good long term planning and a solid foundation. They will sit down initially, look at capital reserve fund budget and put together an investment policy statement with guidelines that define objectives asset allocation, types of investment, how to review performance versus relevant benchmarks, provide statements, performance reviews. Their outcome is measurable and starts with definition and foundation of an investment policy statement; all documented so if the players change there is a blueprint to be followed for long term success.

Keith Thomas asked if they have a performance measurement. Mr. Anderson stated yes, it is included in the presentation booklets that are being handed out tonight. They will visit with the trustees four times per year and discuss progress.

Mr. Matthews stated that as we think about market risk, if we leave trust funds in deposit vehicles, the only certainty is that the principle will be the same, but the income will buy half of what it buys today due to inflation. The statute says we need to be willing to accept a reasonable amount of market risk to grow a portfolio in a way that that income stream stays constant or increases over that 20 year period. The tradeoff is that at some point we will have a negative result or a result that is less than perfect. But at least 3 times out of 5 we will have a good result that furthers the trust fund in the long run.

Mr. Carr asked what the minimum investment is.

Mr. Anderson stated that in general they need \$1 million and up to ensure they are diversifying appropriately. Not always, but in general that is what investment managers would like to see. They understand it is a big step. All of the Trustees of Trust Funds that they currently work with are going the route that they have described. They appreciate not shopping around CD rates all the time. Having all of your money management in one place and having professionals acting in accordance with your stated policy statement is the benefit. They have 10 municipal clients at this time and all are doing some version of what they described tonight. Reports are being left for Town officials to review.

Mr. Aylesworth stated that we will follow up with the towns currently engaged with Bank of New Hampshire to find out more about their experiences.

• **Undesignated Fund Balance Policy** – This describes what it is and different classifications of Fund Balances. It creates a social contract for acceptable uses of the fund: primarily for non-recurring projects that don't really fit the definitions of our capital reserve program. It

establishes a very conservative amount to smooth tax rate increases. Mr. Aylesworth would like to create additional policies for reserve funds, such as target balances, how to finance, what sorts of equipment and projects are they eligible to fund. This would not be changing what we're doing, just putting it on paper for guidelines. It has been sent to town counsel, and they find no legal concerns. It is formatted with elements from other town policies.

Ms. Stewart asked if the parties who will be affected by this reviewed it?

Mr. Aylesworth explained that it is governing body policy, essentially just for general undesignated fund, warrant articles, and pretty squarely in the realm of the governing body.

Mr. Kluge stated that he was nervous about the phrase 'stabilizing the tax rate'.

Mr. Aylesworth explained that an earlier version of the policy had less wiggle room. There could be years where we do want to do that, but he still recommended putting a very conservative ceiling – a maximum of \$100,000 or 1% of the budget, whichever is less (\$60-70K for us at this time) – to ensure that this infrequent practice would not erode the undesignated fund balance.

Ms. Stewart asked what the group thinks about striking 'generally speaking' on page 3, 4th paragraph down. All agreed.

Mr. Robert Cusick stated that the tax rate historically has been adjusted by taking money out of the undesignated fund. We have got ourselves in problems with this whole adjustment thing. He would say it is fine but he doesn't think it should be used to reduce taxes or sewer and water rates. The Budget Committee decides how much they want to spend and that should be it. If there is an emergency incident that is fine but to use it to adjust tax, sewer, or water rates is just wrong.

Mr. Aylesworth stated that philosophically we are on the same page. That said there is a difference between what some towns do, which is minimizing tax rate with undesignated fund on an annual basis, and what we are doing which is allowing ourselves room when, despite careful planning and forecasting, the actual tax rate may be forced to be higher due to factors beyond our control. This might include a year when motor vehicle registration revenue declined due to a recession. Do you disagree with using a relatively nominal amount to offset this?

Mr. Cusick stated what's \$100,000 going to do on \$6 million budget? It's a slippery slope...and it's been proven wrong. We have tried it and it is wrong.

Mr. Kluge stated that Mr. Cusick may like the next phrase 'emergency purposes do not include tax rate...mismanagement of funds'

Mr. Cusick stated that if we don't have the provision in there we don't have to list exceptions.

Mr. Aylesworth asked how people thought the tax payer would feel if the tax rate ended up higher than projected, and in that rare event would you like to provide that flexibility or not?

Ms. Stewart stated that this needs to be addressed due to past experiences in this same circumstance.

Mr. Cusick stated that either way he doesn't think it should be in there. Stuff happens and you don't get it right. The town could be clearer that the tax rate is an estimate, contingent on human factors.

Ms. Smith suggested to table this topic for the time being with ongoing discussion being understood to resume in the future.

• **Municipal Water System Asset Management – Level of Service Goals and Performance Targets** – Mr. Aylesworth brought the groups attention to the one-sheet document in the packet, with the mission statement, 5 goals and associated performance targets. He explained that we are going to hold a level of service workshop on Thursday. We want to make sure generally speaking that the Board of Selectmen is buying into the parameters and to be sure we are presenting the Board's wishes. Feedback and concerns are welcome and appreciated. Ms. Stewart stated that we're going to have a radiation violation every year for reasons beyond our control. We reach compliance through a mitigation strategy.

Mrs. Smith stated that she was asked to speak about radon in an email from Jean Patten: Mrs. Patten's grandchild isn't allowed to drink the water at her house due to the elevated radon level.

Mr. Aylesworth confirmed that Mrs. Patten's email outlining her concerns has been shared with Horizons, the engineering firm the Town is working with. He further explained that the McConnell well is our biggest producer, but is only generally used in smaller amounts and blended with water produced from other wells. The hardness of the water is not a health concern as much as an inconvenience in terms of the residue it leaves behind. We want to find out what people will and will not accept, cloudy water, etc. All Board members are welcome and encouraged to attend Thursday at 6 PM in the Community Building. If you have any specific feedback on what you see now, please let me know.

• **Mascoma Lakeside Park Purchase – Deed review** – Mr. Aylesworth explained that there were provisions that the NH Dept. of Transportation (DOT) added recently that were difficult to accept. Basically, after legislature approval and prior to Governor and Council approval, there were changes made to conditions on the sale based on the minutes of that meeting. This concerning language was put into the deed. DOT is trying to insert a whole new section and we want to dispute that. The drainage easement is right by the underpass and extending to the waterfront. The Town's Executive Councilor is looking into this.

Mr. Kluge asked if the process is on hold until the drainage issue is resolved.

Mr. Aylesworth explained that the targeted closing date is March 4th; it would be helpful for the Selectmen to grant him authority to sign closing documents on March 4th.

John Kluge moved to authorize Town Manager Ryan Aylesworth to sign all appropriate documents at property purchase closing and Ms. Smith seconded. The vote was unanimous in favor of the motion, 3-0.

• **Discussion with Fire Wards re: Fire Dept. Governance** – This topic was skipped as no Fire Wards were present.

• **Committee Appointments (Nominated by Old Home Days Committee)** – Jason Hill and Tracy Hill are nominated for appointment by the Old Home Days Committee.

Ms. Stewart moved to appoint Jason Hill and Tracy Hill to the Old Home Days Committee and Mr. Kluge seconded. The vote was unanimous in favor of the motion, 3-0.

• **Local River Management Advisory Committee: Alf Elvestad Requests Nomination for Reappointment** – Mr. Kluge made a motion to nominate Alf Elvestad to the Local River Management Advisory Committee, Ms. Smith seconded. The vote was unanimous in favor of the motion, 3-0.

ADMINISTRATIVE ITEMS

The Board reviewed and approved the following documents:

- January 22, 2019 minutes as amended
- Property Tax Abatements (NH FastRoads)
- Property Tax Refund due to overpayment
- Application(s) for Property Tax Exemption
- Applications(s) for Tax Credits
- Certificate of Post of the 2019 Town Meeting Warrant (Posting verified by Alisa Bonnette)

OTHER BUSINESS

• **Municipal Facilities Committee** – Mr. Aylesworth stated that he wanted to open the lines of communication about brainstorming merits of establishing a committee charged to evaluate and review recommendations regarding municipal facilities. Mrs. Smith had presented the idea and Mr. Aylesworth drafted some notes for the Board's consideration. Mr. Aylesworth's feeling is that we both want this to be a process that culminates in community buy-in. Some concerns are about the specifics of the committee's charge as it relates to being an advisory or quasi decision-making body. A working group that is advisory and works in close collaboration with the Town Manager is good, but Mr. Aylesworth has concerns with a committee that would work independently and make decisions that are then passed on to Board of Selectmen and Town Manager. Development of a funding plan and construction plan, for instance, are key work products that require a certain level of professional expertise.

Ms. Stewart stated that we discussed in the capital improvement meeting about a committee to carry information to and from committees. In the past that has been helpful. At this point we don't yet have Barrett Architecture's formal report and recommendations, so she would rather not further deliberate putting a committee together until we see his findings.

Mr. Aylesworth stated the he believes his report will be to us in the month of March. Originally it was December 31, but we want the recommendations to be grounded in the best available information, and Mr. Barrett is constantly obtaining and evaluating new information. Mr. Aylesworth has been advising Mr. Barrett not to be hasty.

Ms. Stewart stated that when we went into reviewing the proposals she was concerned that the timeline was tight so she's not worried now.

Mr. Aylesworth confirmed to the group that the fee for the project is not changing based on the additional time that the project is taking. The Town and Barrett Architecture agreed on \$23,000 and extra time is not hurting us monetarily, and there is change in scope. Mr. Barrett assessed viability of each structure. He is currently performing an alternatives analysis and these analyses take time. He has received feedback about other parcels, for example a parcel next to Enfield Garage – there seems to be interest in that parcel for public safety so he is doing a preliminary sketch and site assessment on that this week. One thing leads to another but in the grand scheme of things getting it right is what is most important.

Mrs. Smith agreed, but explained that she just got a sense that there wasn't a lot of information being exchanged, so this update helps.

Ms. Stewart stated that when she has heard him speak, he sounded like he was listening to and incorporating feedback.

Mr. Aylesworth stated that Mr. Barrett has shown flexibility and adaptability when he has received feedback. You want to get different perspectives involved but once that leaves the room it is very open to interpretation.

Ms. Stewart stated that in terms of forming larger goals, she would like to have the Board of Selectmen do an exercise to find stress and stretch goals and a time frame of 3-5 year for a plan once we have these reports, and break it down into action items. She wants to see this all turn into a set of action items by using a tool.

Mr. Aylesworth stated that before the strategic governance project, he had started a conversation with Primex about Board retreats. He likes the idea of doing that so perhaps this summer when things quiet down a little bit we could look into that.

NEXT MEETING

- Monday, March 4, 2019, 6:00 PM, Public Works Facility, 74 Lockehaven Road

ADJOURNMENT

At 7:47 Mrs. Smith made a motion to adjourn and Mr. Kluge seconded. The vote was unanimous in favor of the motion, 3-0.

Meredith C. Smith, Chairman

John W. Kluge

Katherine D. P. Stewart
Enfield Board of Selectmen

TOWN MANAGER REPORT – FEBRUARY 19, 2019

General Information and Updates from Departments

- The Grounds Crew Leader position vacancy has garnered a relatively robust applicant pool. Approximately half of the candidates have been interviewed and each individual possessed valued skills and experience. The DPW Director and Highway Supervisor are participating in the process. The remaining candidates will be interviewed next week and a conditional offer of employment being extended shortly thereafter.
- The Town Manager and DPW Director have interviewed a highly-qualified undergraduate student (Earth Sciences major at Dartmouth College) regarding a proposed 12-week paid summer internship that, among other things, will involve conducting a condition assessment of roads, collecting associated field data, building out the Town's existing geographic information system (GIS), and preparing a detailed report. The intern will also gain exposure to the water and sewer asset management projects that are ongoing. The student we interviewed has also applied for an internship with NASA, and we should know within the next couple of weeks whether he wishes to pursue the summer internship with the Town of Enfield.
- Unfortunately, finalist interviews for the Land Use & Community Development Administrator position that had been scheduled for February 8 had to be postponed. One of the finalists elected to withdraw from the process to pursue another employment opportunity, and the other was involved in a motor vehicle accident (resulting in hospitalization) the day earlier. Finalist interviews will be rescheduled and applicants are still being accepted in the meantime.
- On February 11, Mr. Jim Toher (General Manager of Casella's White River Junction, VT office) attended a public information session at the Community Building. The event was attended by 20+ residents and included a comprehensive overview of the Town's current curbside rubbish collection and ZeroSort recycling program (including the impacts that policy changes in China are having on markets for recyclables globally). Mr. Toher addressed a wide range of questions and concerns posed by the residents in attendance. On a somewhat related note, it should also be reported that Casella has pledged a gift in the amount of \$5,000 to help fund planned improvements to the Mascoma Lakeside Park property.
- The Town's new third-party ambulance billing service provider, Medical Business Services (MBS), continues to work with appropriate municipal personnel on our transition away from Comstar (which will go into effect on April 1).
- The Town Manager has prepared a draft undesignated fund balance policy for the Town of Enfield. This policy was included separately in the meeting packet and will be discussed as part of the 2/19 meeting agenda.
- The Town of Enfield is actively working with NH DOT officials to arrange for a closing for the transfer of the Mascoma Lakeside Park property on March 4. Over the past several weeks NH DOT has expressed its intention to insert additional deed restrictions relative to an existing drainage easement area that the Town would have to honor, and the Town Manager has been

actively pushing back on this request. Executive Councilor Cryans has been made aware of these ongoing negotiations and has been in communication with DOT Commissioner Sheehan.

- The Police Department's new police cruiser (the replacement for the cruiser that was recently totaled in an accident on Whaleback Road) will be delivered and in service by next week. As a reminder, this vehicle was purchased from MHQ (Marlborough, MA) and is being outfitted by Adamson Industries (Haverhill, MA), who the Town has used to outfit cruisers for many years.
- As the Board has already been briefed, the Town expects to be entering a lawsuit with Kingsbury Companies (the contractor for the NH Route 4A sewer extension project) and the Town Manager is working closely with Town Counsel and the project engineer (Pathways Consulting) to prepare for litigation.

2018 Annual Report

- The 2018 edition of the Town of Enfield's annual report has been completed (many thanks to Alisa Bonnette, Assistant Town Manager, for her diligent efforts preparing the report again this year) and is now available in digital form on the Town's website:
<https://www.enfield.nh.us/board-selectmen/pages/annual-reports>

2019 Budget & Town Meeting Preparation

- The Budget Committee convened its annual Public Budget Hearing on February 6. A summary of the finalized/proposed operating budget is separately enclosed. The combined operating budget totals \$6,677,736. If the debt service payments (totaling \$135,869) on the NH Route 4A sewer extension project were not factored in, the 2019 operating budget request would represent only a 1.75% increase above the 2018 approved budget. A complete copy of the MS-737 (Proposed Budget) has been posted online:
https://www.enfield.nh.us/sites/enfieldnh/files/uploads/2019_proposed_budget.pdf
- The 2019 Town Meeting warrant is comprised of 20 articles, and seven of these are "moneyed." During the annual Public Budget Hearing the Budget Committee to approve six of the seven articles. Article 7, which requests the authority to enter into a capital lease for up to \$170,000 to replace two DPW vehicles and a Fire Department support vehicle, received a vote of 5-3 to NOT recommend. The Budget Committee wishes to convey its support for replacing the two DPW vehicles, as proposed. A majority of Budget Committee members do not support replacing the Fire Department pickup truck at this time. Fire Department leadership is being encouraged to prepare additional justification for replacement of this vehicle that can be presented at Town Meeting.
- PowerPoint presentations associated with each of the warrant articles are currently being prepared. The Town Manager will give a presentation regarding CIP-related articles (Articles 7, 8 and 15), reauthorization of the TIF District (Article 14), appropriate to the Employee & Retiree Benefits Trust Fund (Article 10), special projects to be funded with undesignated fund balance (Articles 12 & 13), and borrowing (with 100% principal forgiveness) for a proposed wastewater planning project. BOS Member Stewart has offered to give the presentation on Article 11, which

pertains to the proposed reorganization of the Fire Department. It is recommended that the Board further discuss presentation “assignments” to make final decisions.

Recent/Upcoming Meetings

- On February 21, Enfield officials and representatives from Horizons Engineering will hold a public forum/workshop beginning at 6:00 pm in the Enfield Community Building to provide the public information about the current condition of the municipal water system (including likely upcoming capital improvement needs) and obtain resident feedback that will help inform the goals and objectives we set regarding desired levels of service moving forward. We hope that all interested residents, and users of the system in particular, will attend the session to convey your valued input.
- Fire Department Governance
 - As has been previously reported, the Town Manager has been in discussions with Municipal Resources, Inc. (MRI) regarding the proposed changes in Fire Department governance. MRI has been retained to perform a basic assessment of the Fire Department (which will include a full-day site visit to meet with appropriate personnel and tour facilities) and issue a report that draws on their extensive professional experience assisting municipalities with operations studies of public safety departments. The site visit component of this project will take place on February 25, and a copy of the tentative schedule has been included below. A written report will be prepared and presented to the Town Manager by March 4 at the latest so that the findings can in turn help inform important decision-making at Town Meeting. The project lead will be Brian Duggan, who has over 30 years of experience as a professional fire chief and has worked with MRI as a consultant on similar types of assessments for approximately 20 years.

MRI ENFIELD FIRE DEPARTMENT SITE VISIT SCHEDULE (February 25)

11:00 AM	Meeting with Town Manager
11:30 AM	Meeting with Police Chief/Emergency Management Director – Roy Holland
12:00 PM	Tour of the Community (MRI, Town Manager, Police Chief)
12:45 PM	Tour of Current Fire/EMS Facilities and Equipment (MRI, Town Manager, Fire Chief) <ul style="list-style-type: none"> • Union Street Station (primary fire station) • Enfield Center Station (secondary/satellite fire station) • Shedd Street Garage (decommissioned DPW garage currently being used as supplemental FD equipment/vehicle storage) • Depot Street Station (ambulance building)
2:00 PM	Meeting with Fire Chief – David Crate
2:45 PM	Meeting with Firewards – Lloyd Hackeman, Ken Wheeler, Tim Taylor
3:45 PM	BREAK
4:00 PM	Meeting with Municipal Officials
5:15 PM	BREAK
5:30 PM	Meeting with FD Command Staff/Senior Officers
7:00 PM	Meeting with Firefighters