

MEREDITH SELECT BOARD

MEETING AGENDA

Meredith Community Center - 1 Circle Drive

September 8, 2025 at 4:30pm

CALL TO ORDER AT ____{time}____ / ROLL CALL

PLEDGE OF ALLEGIANCE

Public Hearing on Fees postponed to September 22, 2025 Selectboard meeting.

AGENDA ITEM 1. APPROVAL OF MEETING MINUTES – page 1

AGENDA ITEM 2. WORKSHOPS – page 10

- A. Use of William Andrews Fund (Director Choiniere) – page 10
- B. Fire Study Update/Progress (Manager Milner/Chief Jones) – page 13

AGENDA ITEM 3. BUSINESS – page 109

- A. WRBP Replacement Fund (Manager Milner) – page 109
- B. Appointment – page 114

AGENDA ITEM 4. TOWN MANAGER'S REPORT – page 116

AGENDA ITEM 5. VISITOR AND RESIDENT COMMENTS – page 168

AGENDA ITEM 6. SELECT BOARD REPORTS AND COMMENTS – page 169

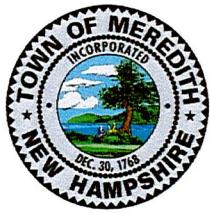
AGENDA ITEM 7. NONPUBLIC – page 170

ADJOURNMENT AT ____{time}____

Next meeting: September 22, 2025

The Selectboard of the Town of Meredith reserves the right to enter into nonpublic session when necessary, according to the provisions of RSA 91-A.

This location is accessible to the disabled. Those wishing to attend who are hearing or vision impaired may make their needs known by calling 603-279-4538 (voice), or through "Relay New Hampshire" 1-800-735-2964 (T.D./TRY)



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

From: Kerri Parker, Recording Clerk

Subject: Selectboard to consider approving meeting minutes

Need board to fill in times at end of minutes.

Suggested Motion:

Selectboard member moves, *"I move that the Selectboard approve the minutes of the August 25, 2025 Selectboard meeting and the August 25, 2025 nonpublic session."*

Selectboard Chair calls for a second, discussion and vote.

Attachments/Exhibits:

Applicable public minutes

1
2 **Meredith Select Board Meeting August 25, 2025**
3

4 Chairperson Mike Pelczar called the meeting to order at 4:32 PM with members present
5 Selectperson Jim Gregoire, Selectperson Jeanie Forrester, Selectperson Lynn Leighton,
6 Vice Chairperson Steve Aiken, Chairperson Mike Pelczar, Town Manager Judie Milner,
7 Recording Clerk Kerri Parker.

8 Selectperson Lynn Leighton led the Pledge of Allegiance.
9

10 Selectperson Lynn Leighton motioned to approve the public and non-public minutes of
11 August 11, 2025, Selectboard minutes as amended seconded by Selectperson Jim
12 Gregoire, all in favor.

13
14 **WORKSHOP**

15 **Crestwood Estates Road Acceptance**

16 DPW Director Mike Faller explained this Subdivision started back in 2007/08. The
17 original development came to the town as being a 59+/- lot subdivision. This project has
18 developed in multiple phases over the many years it's been in existence. Phase one is
19 pretty much complete, but Phase two has not been completed and still has two roads
20 left to construct. His concerns are as future phases come forward, they will be driving
21 over the older roads. If the town owns these roads the repair will fall onto the
22 taxpayers of the town. There is an ongoing issue with the cistern that needs to be
23 addressed often to clear the area cleared of growth to allow for Fire Department proper
24 access. There is a mailbox complex at the entrance to the subdivision which would fall
25 within town ROW. The first part of the roadway entering from Route 106 is original and
26 shows signs of cracking and age will worsen with the excessive truck traffic for future
27 construction. He does not feel that the Town should take this road as the development
28 has not been completed and it will require an added plow route and plow driver.

29 Should the town accept these roads, the town would be faced with about \$150,000 to
30 \$200,000 worth of work to bring the roads into acceptable compliance. This is a rough
31 estimate and is probably on the conservative side. There are also several driveways that
32 have been installed that do not meet the Town's driveway regulations and would need
33 to be redone by the homeowner.

34 Steve Grill who represents the HOA stated that the association pays the same taxes that
35 the rest of the town does but does not receive the same town road maintenance that
36 taxpayers receive who live on town owned roads. Vice Chairperson Steve Aiken asked if

37 the developer informed the homeowners that their properties were located on the class
38 VI road and what it meant. Dustin Moriarty a homeowner and member of the
39 association stated that the homeowners have done many upgrades to the roads with
40 the hope of the Town taking over the road. He further asked that if there is an issue
41 with the required cistern then why is it that the developer continues to receive building
42 permits for new home. Angela Labrecque explained that the Phase 3 approval has
43 expired, and the Cistern will need to be fixed and properly maintained before any
44 permits are approved. Steve Gill stated that the Homeowner association and the
45 developer will need to get together and get on the same page for the best outcome.
46

47 BUSINESS

48 **Comprehensive Fee Review**

49 Town Manager Judie Milner reviewed the master list which is intended to be all-
50 inclusive and will be made available on the Town's website for easy reference by
51 residents, taxpayers, and other users. As part of the review process, department heads
52 researched fees from surrounding and comparable communities to inform their
53 recommendations. The management team then reviewed and discussed all submissions
54 to ensure consistency and alignment with Town goals. She noted the removal of the
55 commercial boat launch fee from the schedule until legal opinion is obtained. Fees
56 related to the Water and Sewer Enterprise Funds are not included at this time, as a
57 grant-funded rate study is currently in progress. Once the study's recommended rates
58 are received and formally adopted by the Select Board, they will be added to the
59 comprehensive fee list.

60 Selectperson Jim Gregoire moved that the Meredith Selectboard hold a public hearing on
61 the Schedule of Fees as presented at the September 8, 2025, Selectboard meeting
62 seconded by Selectperson Jeanie Forrester, all in favor.
63

64 **Tax Deeded Property Disposal**

65 Town Manager Judie Milner updated the board on the property of U01 -01-96 that the
66 former owner has come forward stating that they have the money in an account that
67 will take 3 days to clear which would be 3 days after the final date of the 22nd of August
68 and has asked that it not be included in the disposal process and allow the former owner
69 to repurchase. Selectperson Jeanie Forrester questioned the property of S25-36 asking
70 if the enforcement matter has been completed, Town Manager explained that an
71 extention was given and that progress has been made on the property. She further

72 asked if S26-79 if the 5900 included the association fees? Town Manager Judie Milner
73 will double check to be sure that the figure only covers the back taxes.
74 Sarah Anctil asked why the Town would sell the property back to the homeowner who
75 lost the property in the first place. She had expressed interest in two properties U01-1A
76 and U01-01-96, but now the former lot will be offered back to the former owner when it
77 was going to go up for bid. She would like to see the Town put all the properties up for
78 bid instead of what the proposed plan for direct sale includes the property owned by
79 Mason, U01-01-96.

80 Selectperson Lynn Leighton motioned that the town follow the disposal method of the
81 bid process for each of the following properties R08-33, R11-7, R17-16, R35-3, S15-57,
82 S18-55, S22-27, U39-007, R37-12, R08-26, S25-36, S26-79, U01-1A, U10-27-A, U12-1 for
83 back taxes and other fees and expenses that have been incurred within a 2 thru 3 week
84 process, seconded by Jeanine Forrester, all in favor.
85

86 **Coalition Communities 2.0 MOU**

87 Selectperson Jeanie Forrester motioned that the Selectboard authorizes Town Manager,
88 Judie Milner, to execute the memorandum of understanding with Coalition Communities
89 2.0, seconded by Vice Chairperson Steve Aiken, all in favor.
90

91 **Memorial Bench Policy**

92 Selectperson Jim Gregoire motioned to approve the memorial bench policy as presented
93 with amendments seconded by Vice Chairperson Steve Aiken, all in favor.
94

95 **Appointment**

96 Selectperson Lynn Leighton motioned to approve the appointment of Nikki Harding to
97 the Prescott Park Renovation Commission, all in favor.
98

99 **TOWN MANAGER'S REPORT**

100 Vision/Mission/Strategic goals Exercise with Primex:

101 9/9/25 4:30pm Library

102 9/11/25 5pm Library

103 2025 Tax Rate Setting – Tentative schedule - workshop on 10/6 & set rate at the
104 10/27/25 meeting.
105

106 November Meeting Dates
107

109 2026 Budget Process – budget packets will be distributed to the board at your 10/27
110 selectboard meeting. 2 Workshops scheduled for November 12th at 4:30pm and
111 November 18th at 5:30pm. We may need a 3rd workshop in the first week of December,
112 but we will see what happens. Then 2 workshops for follow up discussion at your
113 regular December meetings (12/8 & 12/22) for completion well ahead of January 2026.
114 Meredith Police Association Events: Cone with a Cop – 8/26 5:30-7:30pm, Free ice
115 cream with first responders (police, fire and ambulance), 3rd Annual Cornhole
116 Tournament – start practicing! Sunday October 5th at 1pm, flyer is attached.
117

118 Master Plan – THIS IS A CHANGE FROM PREVIOUS UPDATES - the Planning Board has
119 invited the selectboard to their meeting on 9/23 for the presentation of the Draft
120 Master Plan.
121

122 HOP Grant Housing Audit – the Planning Board will be reviewing this draft at their 8/26
123 meeting.
124

125 Short Term Rental Licensing – A lot of progress has been made in implementing the
126 software and licensing program. The software company is striving for a 10/13 up and
127 running date but even that is a tight turn around. We will keep you posted.
128 Town Wide Road Assessment – presentation of plan to selectboard is expected to occur
129 in the September 22nd Select board meeting. Director Faller and I have reviewed the
130 draft, and we will be using that in the CIP process this year to keep that process on track
131 for the budget timeline.
132 Tax Deeded Property Project: Current Deeding - Our Deputy Tax Collector Christina
133 Brown is starting the deeding process with the required intent to deed letters. I expect a
134 short list of properties for consideration sometime in October.
135

136 CIP Update – the management team is working on their CIP forms for the next 15 years
137 utilizing quotes for current items and industry standard estimates for the remainder of
138 the projects. Director Carpenter and I expect to present a comprehensive plan to the CIP
139 committee at their next scheduled meeting on September 10, 2025.
140

141 Pleasant Street Wall – will be part of the CIP presentation.
142

143 Waterfront infrastructure – will be part of the CIP presentation.
144

145 Parking PILOT Program – Data collection continues. Reports from PD and DPW have
146 parking lots with open spaces. I think there is a misconception out there that the Town is
147 required to provide parking and that the PD has the capacity to enforce 24/7 parking
148 regulations at the 2 lots. I hope to address it so we may move forward with realistic
149 expectations of what can be done. As the selectboard knows, there is an RSA that states
150 we must charge taxes associated with the use of municipal property if the property is
151 restricted to a few users. The next meeting of this committee will be 10/16 after the PILOT
152 program ends on 10/15.

153

154 Housing Champion Designation – we were told we'd hear closer to the end of the
155 month, no news yet.

156

157 Main Street Project – parking study was conducted August 15th. You may have noticed 4
158 individuals from VHB at the top of each hour of day throughout the downtown areas
159 within .25 miles of downtown which would encompass 467 spaces. Results of the study
160 will be shared with the board when the study is received.

161

162 Status DPW Bldg/Hutter –Attorneys are scheduling an onsite meeting to address issues
163 with the building so we may resolve occupancy issues and final payment. Onsite
164 meeting has not occurred yet.

165

166 Old Home Days – Reminder 9/6 is Old Home Days! the Town, with representation from
167 DPW, Police and Fire, had a good meeting with the main street old home days
168 committee mapping out the parade route and main street area for the event for the
169 highest degree of safety for those attending and those living in the area. We plan to put
170 a map showing the routes open for local traffic only in the areas above main st on the
171 Town website and throughout town. This is looking to be a great event. And I hope to be
172 able to keep it going. Meredith has been added to the Preservations website of having
173 an Old Home Days! Thank you to this group for all of their hard work bringing this
174 community event to fruition.

175

176 Next Department Head Meeting – August:

177 Beginning Policy Review with Personnel Policy and Administrative Regulations;
178 CIP, Budget Timelines, Hazardous Mitigation review

179 Route 25 assessment(underground) – borings will occur in September.

180 Route 25 Pedestrian Crossing – Director Faller has started conversations with DOT on a
181 better way to do the crossing so traffic is not confused and stopping when they

182 shouldn't for pedestrians which is putting further strain on the already congested area.
183 Thank you Mike!

184 Sewer storm water Asset grant- Scheduled for completion late 2025.

185

186 Asset management/ Strategic planning grants- Both studies are scheduled for July
187 completion. This is 9 months ahead of the scheduled deadline. We have not seen the
188 final product yet but will share with the board when we do.

189

190 Water/Sewer Rate Studies – Director Bordeau is shooting for an October workshop with
191 the board, November public hearing and vote, and 1/1/26 implementation. Stay tuned.

192

193 Prescott Park Renovation – playground placement has been determined with the
194 engineers for the greater project.

195

196 Wage survey implementation – recommendations are planned to bring to the board as
197 part of the 2026 budget process.

198

199 Community Power – Meredith's Aggregation Plan was approved by the PUC. NHEC
200 annual meeting was on 6/17, we still have not received notification of the new rates.
201 Community Power does not anticipate launch of the program until 2026.

202

203 Fire Department Study – I am about 90% through the study and am developing a
204 spreadsheet to include the recommendations and status. I have not made significant
205 progress since our last meeting. I hope to present this at a scheduled selectboard
206 meeting soon.

207

208 Space Needs RFP – we received 5 responses. Next steps are to review, interview, and
209 award. Stay tuned.

210

211 Projects working on – Stay Tuned for Future Update
212 PFAS Settlements

213 HOP grant – Policy & Regulatory Audit, Regulatory Changes

214

215 **VISITOR AND RESIDENT COMMENTS**

216 Susan Perry asked the town to consider upgrading class 6 road located on Saddle Hill Rd
217 that enters into Sanbornton. DPW Director explained that he agrees that the portion
218 she is speaking about it absolutely in disrepair but that it is a road that does not need to

219 be maintained there is a way around the section for the people who live above and
220 below the section in question and feels that it would not be necessary as the costs
221 would be too much for the town to take on and the grade is very steep. After a lengthy
222 discussion, the board suggests that the homeowners get together and hire a private
223 contractor to do the work.

224

225 **SELECT BOARD REPORTS AND COMMENTS**

226 Selectperson Jim Gregoire asked about the letters concerning the parking that was
227 shared via email. Town Manager Judie Milner explained she has compiled several of the
228 letters for the parking committee for review and will be sent to the board.

229 Selectperson Lynn Leighton continues meeting with the Waukewan Watershed
230 Committee and mentioned Old Home Day is September 6, and the Selectboard will be
231 taking part she will let the board know when to meet at Lavallee Lumber for line up.

232 Vice Chairperson Steve Aiken stated the crafts fair went very well and the Planning Dept
233 meeting continues to make progress. He further wanted to reiterate that the board no
234 longer supports any out of state travel for training. He feels that if a Department Head
235 or Employee wishes to join a professional board such as the International Fire Chiefs
236 then it should be on their own accord. And that any training should be attainable within
237 the state. Selectperson Jeanie Forrester also said that this was an issue with the former
238 Town Manager that the board did not support out of state training.

239

240 Chairperson Mike Pelczar will be attending the Cone with a Cop as well as sponsoring
241 the Corn hole tournament.

242 Chairperson Mike Pelczar motioned at 7:05pm the Selectboard enter into nonpublic
243 session under RSA 91-A3 II (a) the dismissal, promotion or compensation of any public
244 employee or the disciplining of such employee, or the investigation of any charges against
245 him or her, unless the employee affected (1) has a right to a public meeting, and (2)
246 requests that the meeting be open, in which case the request shall be granted,
247 seconded by Selectperson Lynn Leighton.

248

249 Roll Call Vote

250 Selectperson Jim Gregorie Yes

251 Selectperson Jeanie Forrester Yes

252 Selectperson Lynn Leighton Yes

253 Vice Chairperson Steve Aiken Yes

254 Chairperson Mike Pelczar Yes

255

256 Entered Non Public at 7:06pm

257

258 **Returned to Public at**

259

260 **Meeting adjourned at**

261

262 Next meeting: September 8, 2025



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

From: Vint Choiniere, Parks & Recreation Director
Subject: Withdrawal Request from William Andrews Recreation Fund

Suggested Motion:

No motion – workshop only

Recommendation:

To move forward with previously approved budget for playground project.

Background/Discussion:

William Andrews made an initial \$100,000 matching donation in 2004 to help construct the Meredith Community Center and to benefit the Meredith Parks and Recreation Department. At the time of the donation an account was established at Commonwealth Financial Network here in Meredith with CFP Ellen Molnar as the registered advisor on the account. The fund has been used a few times over the years and continues to grow. The approved budget for the new playground at Prescott Park included \$156,820 to be withdrawn from the William Andrews Fund. Withdrawal of the funds requires approval by the Board of Selectmen.

Fiscal Impact:

This very generous donation by William Andrews dramatically reduces the impact on the taxpayers of Meredith and is very much appreciated by everyone involved with this project.

Concurrences:

Town of Meredith Selectboard Agenda Report

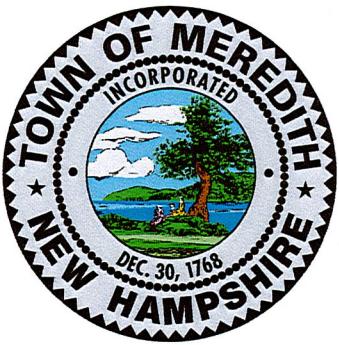
The selectboard approved the playground project budget at the November 20, 2023 selectboard meeting. The William Andrews fund was identified as funding source in the approved budget.

Alternatives:

Don't move forward with the funding or the project.

Attachments/Exhibits:

Form to notify Commonwealth Financial Network to withdraw funds



TOWN OF MEREDITH
41 Main Street, Meredith, New Hampshire 03253-5861
♦ Telephone (603) 279-4538 ♦ Fax (603) 279-1042 ♦

September 3, 2025

Commonwealth Financial Network
PO Box 725, 121 NH Route 25 #1
Meredith, NH 03253

We, the Board of Selectmen, representing the Town of Meredith, NH hereby acknowledge and authorized the duly elected Town Treasurer, Martha Fairbrother and/or the Administrative Services Director, Robert Carpenter to act on behalf of the Town and make financial decisions for the account in the name of the Town of Meredith and in the custody of Commonwealth Financial Network.

This power of authority is good until the authority is revoked. Please act on Ms. Fairbrother and/or Mr. Carpenter's future requests in the management of said account.

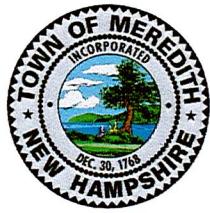
Michael Pelczar, Chairperson

Jeanie Forrester, Vice Chairperson

Lynn Leighton, Selectperson

Steven Aiken, Selectperson

James Gregoire, Selectperson



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

From: Judie Milner, Town Manager & Chief Jones, Fire Chief

Subject: 2023 MRI Fire Study Progress Update

Attachments/Exhibits:

Spreadsheet of Recommendations and Progress
2023 MRI Fire Study

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet Projected 2024		Notes/ Comments
		Status	Completion	
3-1	The Department should create a working group to review, update, add and publish all Standard Operating Procedures (SOPs) to its employees. A process for acknowledging these SOP's should be developed for each employee to sign or initial. This document should be considered a living document and reviewed and changed as needed on a regular basis.	In Progress (Never ending)		This Project will take time to review, add and update and will need to include fulltime staff and postions as the department fills them. This project is a never ending project and the reviews and changes will need to be made as needed. Several SOG's updated
3-2	The Department should review and update Rules and Regulations and should publish these for the employees to have.	In Progress (Never ending)		Rules and Regulations are being reviewed and a procedure for employee acknowledgement is ongoing
3-3	The Department should develop a set of goals and objectives for the next year as well as long term goals looking 5 years out and review that annually.			
3-4	The MFD should review and or develop a mission, values and slogan that reflects the department and should use these as a basis to educate the Community.	In Progress (Never ending)		The Department has a mission statement and has added a values statement and consider a slogan in the future.
3-5	Create a work group to develop preplans for structures within the community. As part of this group's mission they should be collecting information for structure files that are shared with the CAD and RMS systems.	On Going as time allows		The Inspector has create a form to document the required data. The future will have this electronically avaialbe on the apparatus. Until then it is paper copies. Several properties have been preplanned
4-1	The MFD should conduct a thorough Community Risk Assesment as a tool to move the department into the future. Over the next year, a plan should be devleoped to utilize strengths to pursue oppurtunities and address weaknesses while mitigating threats. This should be an ongoing process that has member involvement and is moved forward by the officer core.	Target Summer 2025		
4-2	The MFD should review the latest ISO evaluation and strive to improve on staffing (as outlined in this document), Training and proper documentation (following ISO minimum hours and subjects), as well as work with water division to conduct and document water supply inspection and flow testing. All of these combined should move the community back to a better classification which in turn will affect fire insurance rates.	Target 1 Year June 2025		With the adding of fulltime staffing in combination of training and water supply work will be reviewed. A minimum of one year of in place staffing and records will need to be made avaialbe to ISO for a rating change. A discussion with ISO was held at FRI 2025, a review is in the horizon

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet		Notes/ Comments
		Status	Projected Completion	
5-1	Downtown station - older three bay (small equipment) apparatus floor drainage needs attention. The sloping of the floor to the drains appears to be off.	Yellow	Target September 2025	Project to start in immediate future
5-2	Center Station- Floor drains are a tripping hazard and need to be addressed.	Green	Target September 2024	Completed in 2024
5-3	Center Station- A backup emergency generator should be installed and wired for automatic power switchover during a power failure.	Green	Target June 2024	Completed in 2024
5-4	The town should consider making accommodation at the Center station for future use and needs. Items such as dormitories, kitchen, office, and dayroom areas that could be used during long-term emergencies and or for housing the student interns in the future should be made.	Yellow		This is a long term goal with steps to be followed. 1) Needs and space assesment. 2) Design and budget 4) Funding. A quick resolution for intern lodgging was proposed but denied by board.
5-5	Replace Forestry 2, which was placed out of service last year due to safety concerns. This vehicle was run out of the Center Station and was used not only for outside fires but also as a tow vehicle for the trailers for the boat and trailers for equipment. The size of the community and the makeup of the land in and around Meredith should have two small 4-wheel drive vehicles that can go off-road and carry the needed equipment for fires.	Green	Target Spring 2025	14F2 was placed in service 4/2025 and has played vitital role w/ 3 calls
5-6	A 20-year capital plan should be developed and updated on an annual basis.	Green	Target December 2024	A ten year plan is done and with the costs of apparatus and equipment and the need for planning this a 20 year plan submitted 8/2025
5-7	Boat 1 is a critical piece of equipment to be able to respond to medicals and fire on Lake Winnipesaukee and the islands. This boat should be replaced in the next few years and be maintained as the primary boat for the "Big Lake". An evaluation of the current boat should be made at the time a new boat is put into service and if possible be maintained at a separate marina as a second line boat.	Yellow	Target Spring 2025	Updated quotes presented and denied, quotes updated and in CIP 2026
5-8	Engine 1 is beginning to show signs of rust and will need to be closely monitored and removed from service if and when it becomes a safety issue			14E1 ins in dire need of replacing, CIP 2026

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet Projected		Notes/ Comments
		Status	Completion	
5-9	Based on the current cost of large capital items for the fire department the town should consider increasing the annual reserve fund to \$250,000.00. The increased cost of apparatus will eventually outrun the reserve fund.			This is a Town decision w/ residents being made aware of the increased cost to purchase apparatus and equipment.
7-1	The Town of Meredith should consider the addition of full-time staffing that will allow daytime coverage on a regular basis year-round and rely on the call department for night coverage.			Currently 4 of six on board should fill 2 open positions by 10/2025
7-2	The MFD should require its personnel, and strongly encourage its officers, to obtain a certain level of fire officer certification as a job requirement, such as Fire Officer 2 for Captain, Fire Officer 3 for deputy fire chief, and Fire Officer Level IV for fire chief.			A plan will be constructed after the fulltime people are on board and fully trained to operate in Meredith.
7-3	The MFD should require that all officers be certified as Incident Safety Officers (ISO). Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.			A plan will be constructed after the fulltime people are on board and fully trained to operate in Meredith. 4 of 9 Officers received the training 4/2025
7-4	As part of the succession planning process, the Fire Chief should work to implement a professional development program to ensure that all officers can perform their superior's duties, as well as identify the core future leaders of the department.			A plan will be constructed after the fulltime people are on board and fully trained to operate in Meredith.
7-5	Working with a training officer, more training should be planned, delivered, and documented. In an effort to keep members interested in training, the department should be creative and offer training that is outside the normal programs. Making programs fresh, fun, and to some degree competitive may increase the participation of members. If it's the same old training, people will lose interest. Make it so they want to participate and at the same time meet training goals. Training should be conducted as a department and not as companies.			This item will be part of the on boarding of the new fulltime staff and will then transition to the call staff. Weekly if not Dailey training with staff exists

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet		Notes/ Comments
		Status	Projected May 2024 Completion	
7-6	The MFD should set a minimum criterion for call members to remain in active status. This criterion should include both minimum training and response to incidents for a determined time period (one year). This criterion should also allow for people to go into an inactive status for a period of time due to approved circumstances. It would be important for inactive-status people to make up any important training prior to being put back on active status.		Target End of 2025	This is being reviewed and will be formalized. A few need to be removed
7-7	The Fire Chief should expand the MFD social media presence and involve other members of the department in this endeavor. The use of social media, like Facebook and Twitter, are what the younger generation use, and a very active social media account has the opportunity to reach out to this group of people for hiring.			The Department does this now and will look to further use and expand as time allows.
7-8	Set and publish minimum criteria for active participation and ramifications for not meeting the minimums. A large roster is a false sense of security, and only people with proper training and skills that are dedicated (attend training and incidents) should be active.		Target End of 2025	This is being reviewed and will be formalized.
7-9	MFD should develop a series of team-based activities that build involvement in the organization, including both Fire and EMS staff as well as other town departments and mutual aid partners.		On going	This is ongoing with fire and Stewarts.
7-10	All officer positions, from Lieutenant to fire chief, should be filled based upon the person's firefighting/emergency services training, certifications, and experience, commensurate with the position being sought along with successful completion of a formal rank, rank appropriate assessment, and a basic practical skills evaluation.			Policy and procedures are in place and will be modified as needed in the future.
7-11	The MFD should ensure that all department members are trained / certified to the minimal NIMS level required for their duties/responsibilities and ranks. In addition to the basic I-100/I-700 training mandated; it is MRI's recommendation that all officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.		Target October 2024	Validation of all staff will be conducted and needs addressed through on line training. This will begin when new part item admin is in place.
7-12	Assign a Training Officer to develop a training schedule and to assure all members are being trained with consistency. Training Schedule with subject should be published on a quarterly basis.		On going	Deputy Chief has been assigned and will continue to address all training.

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet		Projected Completion	Notes/ Comments
		Status	Projected		
7-13	Assign a Department Safety Officer that oversees all safety and safety issues within the department. This person should have the training and experience to conduct this type of evaluation for both Fire and EMS and concentrate on the stations and training as a primary focus and be the lead on incidents if available				A Satfety is assign at incidents when necessary
7-14	A guide or probationary manual needs to be developed and given to new staff so there is clear expectations for them to understand. Along with the expectations a mentoring program should be set up assigning new members to a seasoned person to shadow and train with. A training program for new hires should also be developed so that all people are trained to the same department standard.				Completed 2024
7-15	The amount of time that is required to complete training programs should be rewarded. Staff should be paid for training. Stipends for making certain benchmarks are another way of compensating staff. Consideration should be given to giving one-time stipends for completing firefighter 1, firefighter 2, different fire officer levels, and EMS certifications are a way of rewarding people for taking the time and completing programs.				Varioues compensation levels in place but need adjustments
7-16	Update all Job descriptions as needed including requirements to hold a ranking position				In progress now with HR and the FD
7-17	Establish a detail rate of pay and a minimum number of hours the detail is paid for.				Completed 7/2025
7-18	Update and develop a Mission Statement, Vision Statement and a set of strategys and goals.				Mission statement and vision completed , will set goals for 2026

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet		Notes/ Comments
		Status	Projected Completion	
7-19	The Town should mandate and therefore budget for an NFPA physical to be completed by all staff. Currently physicals are only done on initial employment and never again. Some communities have allowed people to have their physicians (when capable and properly equipped) conduct these exams. At the conclusion of the exam the Fire Chief should be given a letter stating the person has been examined and is duly physically and mentally fit to be able to conduct firefighting duties with no restrictions. If chosen the Chief may except some conditions that allow for people to drive only and not do conduct any operations requiring the use of self-contained breathing apparatus.	In Progress	Projected May 2024	All new hires both fulltime and Call will have an initial NFPA Physical. Full time staff will be annual physicals and Call firefighters will be encouraged. A budget figure will need to be developed. Will be in 2026 budget
8-1	The Department should be receiving and giving automatic mutual aid to all surrounding towns in a coordinated effort to provide at a minimum a dedicated Rapid Intervention Team (RIT).	Completed	Completed	This is currently in place on the run cards for first alarm being Gilford.
8-2	The Department should train at a minimum of 12 members to provide the rapid intervention function as a three to four person teams.	In Progress	Projected	have 6 to 8 trained, will continue to meet established bench mark.
8-3	Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for rural communities, through the utilization of automatic aid agreements with neighboring communities, Fire Departments should consider the adoption of an *Standards of Cover (SOC) with the goal of attempting to have at least 16 personnel on the scene of any reported structure fire within 14 minutes. This should involve at least one mutual aid town for RIT.	Completed	Completed	The department has run cards developed for this and are different between days and nights.
8-4	The Department should make it a priority to improve its first unit on scene response times, including the adoption of a SOC for the town. The SOC should be based upon a hybrid of the NFPA 1720/1720 and Commission on the Accreditation of Ambulance Services (CAAS) recommendations.	In Progress	Projected	Day time calls much improved, full time staffing required 24/7 for night calls
8-5	The MFD should review standards of cover benchmarks, to have the first unit responding to emergency incidents within one minute of dispatch (staffed station) and have the first unit on scene within eight minutes after responding to all types of calls, 90% of the time	In Progress	Projected	Day time calls much improved, full time staffing required 24/7 for night calls

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet May 2024		Notes/ Comments
		Status	Projected Completion	
10-1	The current use of certified EMT's on the department should be explored and potentially expanded, to not only use the skills they have, but to help provide a quick response to EMS calls with higher acuity levels in harmony with Stewarts (Meredith EMS). For certain high level calls the department EMS providers can often be on scene quicker and begin to evaluate and treat a patient sooner. This will require the department to purchase some EMS diagnostic and treatment equipment in order to provide this level of service. The department will also be required to be licensed as a non- transport EMS provider to ensure proper quality control and most important treatment protocols and proper documentation. This will be a valuable asset to the residents as the trend for EMS calls is rising and the double call (simultaneous or back-to-back) are becoming more common.			This is a Board of Selectmen Discussion. It is important to emphasize this is not to replace the current ambulance service and will be run as directed by the Chief as to not increase calls or costs to the Town. EMT is required for Career Hire, with additional full time staffing to goal is to respond to Echo & Delta call automatically to assist and hopefully save lives with Stewarts.
10-2	The Department should obtain a NON transport EMS license from the State to assure compliance for all medical treatment and documentation done by its staff. Without the NON transport EMS license, the MFD staff cannot provide any assistance to walk in or drive-up medical care requests at the fire station. This is a very practice and does not look favorable on the Town of the department.			This is a Board of Selectmen Discussion. Until a license is in place staff will not be able to perform EMS. This needs to happen for people who walk into the station needing assistance.
10-3	Working with the staff at Stewarts Ambulance the department should have its members trained and certified in CPR and AED use as well as becoming familiar with the Ambulance equipment and the operations of that equipment.			Will continue obtaining CPR and AED for all staff.
10-4	Working with mutual aid towns, explore the options of a fire-based transport system in FY28 for the possibility of going online in FY29.			A future project with no work to be done at this time
11-1	The Town should apply for a SAFER grant to begin to build out the full-time staff to support all fire and EMS operations.			To further augment the fulltime staff that has been budgeted this opportunity should be explored for the next few years. TRYING
11-2	Although time consuming to accomplish, the department should apply for funds for Eligible items on the AFG grants. Grant awards will help free up town dollars that can be used for other fire department items that are not grant eligible.			The Department has been successful in obtaining grants in the past and will continue to explore AFG in the years to come.

Meredith Fire Department

Item #	Description	Reccomendations Work Sheet		Projected Completion	Notes/ Comments						
		Status	May 2024								
11-3	Once the Department has appropriate staffing, the Town and the department should be looking to the State, Insurance companies and other private organizations that have grant opportunities.	Yellow			Future Goal Todate have received, Forestry Title IV, EMPG, AFG, MVSB & Rotary						
Color Code Status											
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: green; width: 10px;"></td><td>Completed</td></tr> <tr> <td style="background-color: yellow; width: 10px;"></td><td>In progress</td></tr> <tr> <td style="background-color: orange; width: 10px;"></td><td>Long term project or completion goal</td></tr> </table>							Completed		In progress		Long term project or completion goal
	Completed										
	In progress										
	Long term project or completion goal										
<p>All items with no Status color are items that will be addressed as decisions are made by the Town or the department will take action on in the near future.</p>											



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August 2023

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MEREDITH NEW HAMPSHIRE
FIRE AND EMERGENCY MEDICAL SERVICES STUDY
AUGUST 2023

I. PROJECT OVERVIEW, PURPOSE, SCOPE, AND METHODOLOGY

PROJECT OVERVIEW

The Town of Meredith contracted with Municipal Resources, Inc. (MRI) to provide an organizational assessment and review of the manner in which the fire department and Emergency Medical services are provided within the community. Using this as a basis, the MRI team reviewed the organization and delivery of fire and EMS services within the community including conducting a target hazard analysis, review of response metrics, and a review of the current facility and apparatus set. Our project team has developed recommendations for improvements that take into consideration the current and future needs of the Town of Meredith, and recommendations for appropriate modifications to the delivery systems to provide the desired level of services to the Town.

MRI has developed this document containing recommendations for improvements to organizational practices, recruitment and retention efforts, infrastructure, quick reaction and on-call staffing. The project team has developed this document which outlines appropriate modifications to the Fire Department, Emergency Dispatch Center and Emergency Medical Services systems to provide optimum service to the entire community. It has also evaluated the efficient use of resources, and whether the current organizational structure is appropriate or should be modified.

A key component of the basis of this report is that the Town of Meredith is seeking to evaluate the current operations of the current Fire and EMS delivery system, to identify the present and future service needs of the community and to provide recommendations that will assist the community with decision making for resource allocation and operational planning.

The goal of the project is to review and analyze the current resources and staffing, forecast future demands for service, and make recommendations regarding the future need of current resources, staffing, and rank structure to fulfill the mission. Part of the objective is to conduct an analysis of the operation of the current Fire and EMS with an emphasis on defining the expected service level of the community and identifying the impact of current response participation levels, demographics and projected growth within the response area. The results of this study will be to inform the Town of Meredith of realistic recommendations for providing an efficient and effective Fire and EMS system for today and the future.

The task of the project was to conduct a study to determine the potential to achieve the following benefits:

- Increased efficiency
- Improved effectiveness
- Preservation of a level of service
- Enhanced or expanded services
- Reduced costs
- Cost avoidance
- Coordination of Regional planning
- Elimination of artificial boundaries
- Standardization of services and program
- Potential reduced ISO ratings
- Fire service accreditation
- Impact on future state and federal grant funding

SCOPE OF WORK

The goal of this study is to review and analyze the current resources and staffing, forecast future demands for service, and make recommendations regarding the future need of current resources, staffing, and rank structure to fulfil the departments mission. MRI will conduct a comprehensive analysis of the operation of the Meredith Fire Department with emphasis on the impact of current on-call response participation levels, demographics and projected growth within the response area.

This study shall include a review of all services provided, resources allocated to each service area, organizational structure, communications, proper staffing level.

The comprehensive study will be utilized to inform the Town of Meredith of realistic recommendations for managing and operating the Meredith Fire Department efficiently and effectively. The following staffing and operational aspects will be addressed within this project:

1. *Review of Fire & Rescue service data and operations including but not limited to response times, on call participation levels and organizational capabilities.*
2. *Review of Lakes Region Dispatch metrics.*
3. *Review of Lakes Region Mutual Aid practices and compliance with NFPA 1720.*
4. *Identification of the current service level offered to the Town of Meredith.*

5. *Review of incident volumes & trends, community demographics & target hazards.*
6. *Review of Fire & Rescue best practices and how Meredith meets professional standards.*
7. *Review overall trends relative to on-call personnel availability in New Hampshire and the nation and the impact on the Meredith Fire Department.*
8. *Identification of recommended wage rates for on-call responders.*
9. *Develop a future staffing and transition plan necessary to augment on-call forces. Said plan shall include using a hybrid staffing pattern, improving on-call recruitment & retention efforts and suggesting strategies for successful integration of on-call & paid forces.*
10. *Recommend a future staffing plan with and without the Town providing first line emergency medical response based on a hybrid model as developed in #5 above versus solely full-time Fire & Rescue staffing from within the Meredith Fire Department*

It should be clearly communicated and understood within the Meredith Fire Department that the purpose of this study is to identify strategies to preserve a predominantly on-call organization and not to supplant the current role of on-call members.

Most importantly, the study shall be an objective, unbiased assessment that is driven by data, national industry standards (e.g. NFPA, ISO, NIST, etc.), and best practices of the organization as it is currently, coupled with a future vision.

METHODOLOGY

To provide an appropriate evaluation of these issues, we employed seventeen methods which are listed below:

- Conducted Industry based research on the issues presented;
- Review data and performance metrics provided by the Meredith Fire Department and the Town;
- Met with the Town Manager;
- Toured the Town of Meredith;
- Reviewed target hazards;
- Review the current staffing and organizational design;
- Toured each Fire Station;
- Evaluated information relative to service demand and response times;
- Reviewed current operational policies;

- Reviewed quality of service issues and interagency communication;
- Reviewed fire and EMS equipment;
- Interviewed Fire Chief;
- Interviewed Fire Department Officers.

In addition, the project team also considered how current and future service demand will impact the location and/or expansion of physical facilities and impact the need for equipment. This report also identifies whether the current fire and rescue staffing is appropriate or should be modified.

Specific items addressed, included but were not limited to, the following:

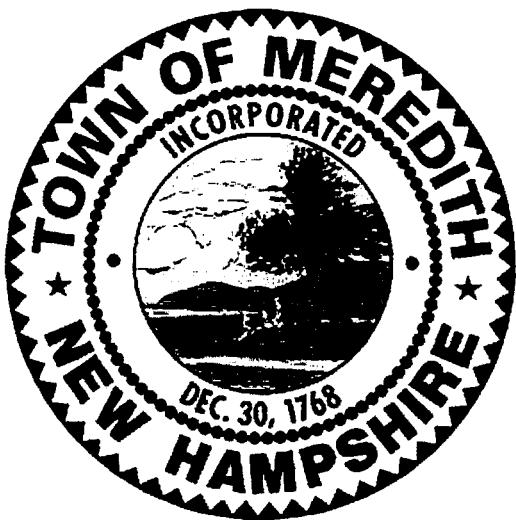
- A. Identified service needs, based on the characteristics of the community, statutory and regulatory requirements for response and delivery, and comparison with current ability to fulfill the needs and expectations.
- B. Identified the public safety risks and prioritized the level of risk that must be covered based on the data and operations of the fire and first response EMS operations. The type, frequency, distribution, response times, mutual aid and/or contractor provided services, staffing policies, reporting of emergency and routine responses to all services was included.
- C. Assessed the current staffing plan for deploying the required number of staff, officers and supervisors, along with vehicles and apparatus used and recommended cost-effective alternatives based on the type of incident. Evaluated whether there were recommended changes to improve efficiency and delivery of service.
- D. Evaluated the response of personnel, including appropriate operational staffing, supervisors, management, and support staff, starting with the initial call for routine calls or emergency services.
- E. Identified the required staffing levels that meet the needs of the community in the most cost-effective and complete manner including operating costs, personnel impact, and impact on the delivery of service and workload.

During the development of this document, the focus was placed on enhancing current fire and EMS service operations by augmenting and supporting the existing department. The recommendations contained within this document should be utilized to promote local and regional discussion and collaboration. The proposed plan and timetable have been developed to allow for flexibility while still moving forward.

To accomplish the goals and objectives this document has been divided into the following sixteen sections:

- I: Project Overview, Purpose, Scope
- II: Town Data
- III: Fire Department Overview
- IV: Community Risk Assessment
- V: Facilities and Equipment
- VI: Incident Response and Times
- VII: Staffing
- VIII: Fire Dispatch
- IX: EMS Services
- X: Looking Forward
- XI: Mapping out the Future
- XII: Conclusions and Implementing Change
- XIII: Consolidated Recommendations
- XIV: Appendix
- XV: Project Team Profile

II: TOWN OF MEREDITH OVERVIEW



Meredith is located in Belknap County and borders the towns of Center Harbor, Sanbornton, New Hampton, Moultonborough, and the City of Laconia. The Town is made up of 54.6 square miles including 40.1 square miles of land and 14.5 square miles of water. The town has state highways, including Routes 93, 3, and 104 that traverse the town. Like many other Lakes Region Communities Meredith is dominated by several large bodies of water including, but not limited to Lake Winnipesaukee, Lake Waukewan, Lake Wicwas, and Lake Pemigewasset. There are miles of waterfront on Lake Winnipesaukee as well as approximately 53 islands, many of which have seasonal occupied structures on them.

According to the 2020 US Census there are 6,662 people living in Meredith indicating an approximate 5% increase from the 2010 Census.

The population density is approximately 167.1 people per square mile (by its residents only). The population was spread out, with 30% under the age of 18, 5.8% from 18 to 24, 19.7% from 25 to 44, 34.9% 45-64 and 20.8% who are 65 of age or older. Without question, Meredith is a year-round vacation and event destination. It is a community that is the host to many events year-round that draws large crowds for days and weeks at a time. The Ice Fishing Tournament, Pond Hockey, and Motorcycle Week are just a few of the events that draw people to the area. There are three major hotels each with function facilities, several motels, restaurants, three large camping areas, multiple single family lakeside rental homes (short term rentals) that house a wide number of occupants. The town has three large, assisted nursing homes, each with its own unique challenges for emergency responders. Each of these structures adds to the population, risk factors, and challenges that Public Safety must be prepared to reasonably handle. These are significant numbers to be considered when looking at Public Safety Response projections, equipment, and staffing needs.

Meredith, like many other "Lakes Region" communities, has a wide range of public safety challenges that need to be mitigated. With the increasing volume, and changing types of incidents that occur, the Fire Department needs to be able to adapt and respond to these challenges properly and safely.

The population chart below indicates the increasing population of year-round residents and is not reflective of the seasonal influx the town sees every year with vacationers and people attending scheduled events in and around the Lakes Region area.

Year	Population	% increase
1960	2434	9.5%
1970	2904	19.3%
1980	4646	60%
1990	4837	4.1%
2000	5943	22.9%
2010	6241	5.0%
2020	6662	6.7 %

Figure 1
Population Chart

According to the US Census Bureau 55.7% of the residents are at or over the age of 45 with 20.8% over the age of 65.

2020 Snapshot of population by age
**** US 2020 Census**

Age	% of population
Under 18	18.6%
18 to 24	5.8%
25 to 44	19.7%
45 to 64	34.9%
65 and over	20.8%

Figure 2
Age - Population Chart

	2010	2015	2020	2021	2022
Municipal	\$4.20	\$4.81	\$4.29	\$3.85	\$4.67
County	\$1.33	\$1.45	\$1.15	\$.98	\$1.23
School	\$4.95	\$6.52	\$6.7	\$6.77	\$6.77
State Ed.	\$2.32	\$2.42	\$1.88	\$1.83	\$1.28
TOTAL	\$12.80	\$15.20	\$14.02	\$13.43	\$13.97
Difference From Prior Yr.	0	\$2.40	-\$1.18	\$.59	\$.54

Figure 3
Tax Rate Chart

According to the Department of Revenue in 2022 the total taxable valuation is \$2,342,764,034.00 and with utilities (Electric etc...) is \$2,355,818,734.00. There is a lot of residential and commercial growth happening in the town and the taxable valuation will no doubt go up in the next year and when these projects have occupancy. The Town has not done an Assessment update since 2020 and with unprecedented growth since 2020 the valuation should increase significantly. This is important as the property values and the population are key factors in determining the proper equipment and staffing to assure a reasonable staffing level and risk to public safety.

III: FIRE DEPARTMENT OVERVIEW

The Meredith Fire Department is a vibrant volunteer/on-call fire service organization that is well respected within the Lakes region. The Department operates under the following mission statement which serves as a foundation for organizational culture and a guide to operations.



Figure 4
Fire Department Patch

Meredith Fire Department Mission Statement

To serve and protect the community of Meredith and wherever summoned with the greatest possible skill and professionalism. We endeavor to provide, through training and professional development, a superior level of response to all types of emergencies and calls for assistance. When doing so, we will hold ourselves to the highest possible code of conduct as both responders and citizens. We will strive to be ALWAYS READY.

The Meredith Fire Department operates two stations and an excellent fleet of fire apparatus. The Department is overseen by a Fulltime Fire Chief, who administers a Fire budget for FY 23 totaling \$351,294.00, The department is made up of approximately 26 on the roster consisting of 14 active personnel, 4 interns (2 certified), 10 Per diems, a Chaplin and 1 Boat operator technician.

The Department operates predominantly as a call fire department and a call/duty department with a full-time Chief. The chief has attempted to have staffing during the daytime hours during the peak times of the year and during special events. As we have seen in many departments the MRI team has studied over the past two years (since COVID) there has been a tremendous drop in call volunteer firefighters. The staff respond to a variety of incident types and currently do not respond to or provide any Emergency Medical Services (EMS). Overall, the Town has provided tremendous support to the department with facilities and equipment and is lacking in staffing capabilities. This will be discussed in greater detail in the Staffing section of this document.

The Meredith Fire Department has had a call volume that is typical of other studies the team has conducted in the New England Area. The multi-year comparison below indicates an upward trend in call volume in the years to come. This increase in volume coupled with the decrease in

available volunteer/on-call staffing is cause for concern and is something the community cannot take lightly.

Year	Incidents		Year to Year change
2010	339		
2011	384		45
2012	395		11
2013	445		50
2014	389	Avg 441	-56
2015	414		25
2016	467		53
2017	474		7
2018	480		6
2019	448		-32
2020	491		43
2021	503		12
2022	513	174 (51.3%) 22 (4.4%)	10 Avg 14.5
2023			
2024			
2025			

Figure 5
Total Call volume by year

NOTE: The incidents numbers above do not include any response to EMS calls other than those that are Motor Vehicle accidents or special called for due to manpower needs by the ambulance service.

RECOMMENDATIONS:

- III-1** *The Department should create a working group to review, update, add and publish all Standard Operating Procedures (SOPs) to its employees. A process for acknowledging these SOP's should be developed for each employee to sign or initial. This document should be considered a living document and reviewed and changed as needed on a regular basis.*
- III-2** *The Department should review and update Rules and Regulations and should publish these for the employees to have.*
- III-3** *The Department should develop a set of goals and objectives for the next year as well as long term goals looking 5 years out and review that annually.*
- III-4** *The MFD should review and or develop a mission, values and slogan that reflects the department and should use these as a basis to educate the Community.*
- III-5** *Create a work group to develop preplans for structures within the community. As part of this group's mission, they should be collecting information for structure files that are shared with the CAD and RMS systems.*

IV: COMMUNITY RISK ASSESSMENT

Fire, Rescue and EMS services generally have a common overall mission; the protection of life and property, but different community profiles in which they operate. These dissimilarities create very different fire and rescue service operational needs based on a unique community risk profile, service demands, and stakeholder expectations.

A community risk assessment is a comprehensive process to identify the hazards, risks, fire, and life safety problems, and the demographic characteristics of those at risk in a community. In each community, there are numerous hazards and risks to be considered. For each hazard, there are many possible scenarios and potential incidents that could be encountered depending on the timing, magnitude, and location of the hazard or incident. A thorough risk analysis provides insight into the worst fire and life safety problems and the people who are affected. The analysis results create the foundation for developing risk-reduction and community education programs.

Conducting a community risk analysis is the first step toward deciding which fire or injury problem needs to be addressed. Risk analysis is a planned process that must be ongoing, as communities and people are constantly changing. Too often, an objective and systematic community risk analysis is a step that is overlooked in the community education process. Many emergency service organizations address risks based on a perceived need for service that isn't really there. This approach can be costly (i.e., misdirected resources, continued property loss, injuries, or deaths). In short, a good community risk assessment will produce a picture of what the hazards and potentials for incidents are, identify who is at risk, and attempt to quantify the expected impacts.

Understanding the definition of hazards and risks is critical to the risk assessment process. Hazards are physical sources of danger that can create emergency events. Hazards can be items such as buildings, roadways, weather events, fires, etc. Risk relates to the probability of a loss due to exposure to a hazard. People and property can be at risk. Consequences for the community are also factors to consider. Each of these factors is assessed during the community risk process (Figure 6).

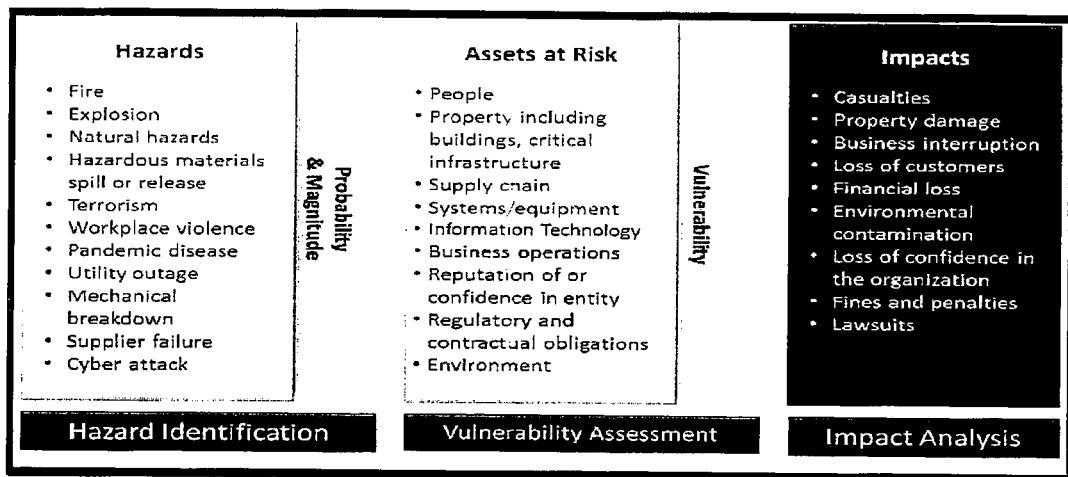
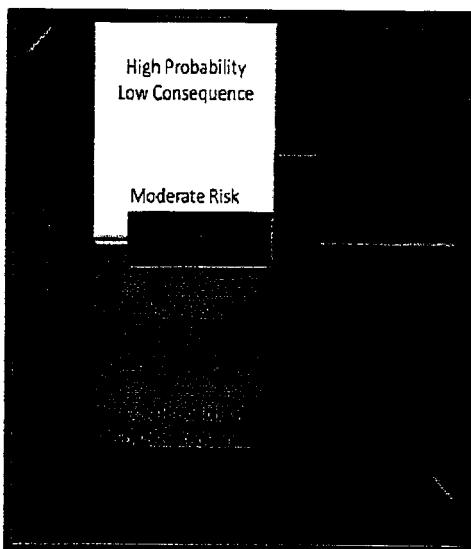


Figure 6
Risk Assessment Process
Image Credit: www.ready.gov/risk-assessment

A more focused fire risk assessment is performed by assessing such factors as the needed fire flow, probability of an incident, consequences of an incident, and occupancy risk. The “score” established is then utilized to categorize the area, or even individual properties, as one of low, moderate, or high/maximum risk. This categorization can assist the fire department in establishing fire risk/demand areas or zones.



Having this information readily available provides the community and the fire department with a better understanding of how fire stations, response run cards, and staffing patterns can be used to provide a higher concentration of resources for higher risk scenarios or, conversely, fewer resources for lower levels of risk.¹

The community fire risk assessment may also include determining and defining the differences in fire risk between a detached single-family dwelling, multi-family dwelling, an industrial building, and a high-rise building by placing each in a separate category.

Figure 7
Fire Probability and Consequences Matrix
Credit: Commission on Fire Accreditation

¹ Fire and Emergency Service Self-Assessment Manual, Eighth Edition, (Commission on Fire Accreditation International, 2009), p. 49.

According to the NFPA *Fire Protection Handbook*, these hazards are defined as:

High-hazard occupancies: Schools, hospitals, nursing homes, high-rise buildings, and other high life-hazard or large fire-potential occupancies.

Medium-hazard occupancies: Apartments, offices, mercantile, and industrial occupancies not normally requiring extensive rescue by firefighting forces.

Low-hazard occupancies: One, two, or three-family dwellings and scattered small business and industrial occupancies².

The NFPA also identifies a key element of assessing community vulnerability as fire department operational performance which is comprised of three elements: resource availability/ reliability, department capability, and operational effectiveness³.

Resource availability/reliability: The degree to which the resources are ready and available to respond.

Department capability: The ability of the resources deployed to manage an incident.

Operational effectiveness: The product of availability and capability. It is the outcome achieved by the deployed resources or a measure of the ability to match resources deployed to the risk level to which they are responding.⁴

The implementation of successful community risk reduction strategies after completion of a community risk assessment are linked directly to the prevention of civilian and firefighter line of duty deaths and injuries. In fact, they directly address goals found in firefighter Life Safety Initiatives 14 and 15. Virtually every risk reduction program in the fire and emergency services will have elements of what is called “**The 5 Es of Prevention**”. These include:

Education • Enforcement • Engineering Economic Incentives • Emergency Response

² Cote, Grant, Hall & Solomon, eds., *Fire Protection Handbook* (Quincy, MA: National Fire Protection Association, 2008), p. 12.

³ <http://www.nfpa.org/assets/files/pdf/urbanfirevulnerability.pdf>.

⁴ National Fire Service Data Summit Proceedings, U.S. Department of Commerce, NIST Tech Note 1598, May 2011.

Understanding and addressing only one element will not lead to a successful program. All five “Es” must be integrated into every program for it to be effective⁵ (Figure 6). Strong fire prevention codes have been shown to be an extremely effective means to reduce risk in a community. Fire alarm and sprinkler systems mandates, for not only commercial buildings but all occupancies, including single family dwellings, dramatically reduces fire risk and increases life safety. Code implementation that doesn’t require these creates an increased risk. A weak code enforcement causes an increase in fires and emergency response. Strong code provisions and enforcement have demonstrated a greater ability to decrease fire problems than continuing to acquire more traditional fire department resources.

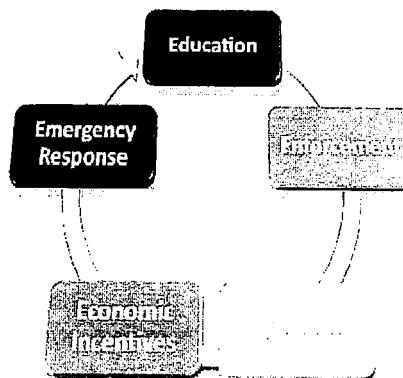


Figure 8
Five Es of prevention in a community risk reduction program.
Image credit: www.beaherosaveahero.org

INSURANCE SERVICES ORGANIZATION (ISO) RATING

ISO is an independent risk company that services insurance companies, communities, fire departments, insurance regulators, and others by providing information about risk. ISO's expert staff collects information about municipal fire suppression efforts in communities throughout the United States. In each of those communities, ISO analyzes the relevant data and assigns a Public Protection Classification – a number from 1 to 10. This Class rating places the community in the middle of having a commendable fire suppression program for its size.

A Class 1 community represents an exemplary fire suppression program, and Class 10 indicates that the area's fire suppression program does not meet ISO's minimum criteria.

⁵ <http://www.beaherosaveahero.org/2013/10/community-risk-reduction-crr-overview/> February 5, 2016

The Public Protection Classification (PPC) program provides objective countrywide criteria that may prove helpful in connection with fire departments and communities planning and budgeting for facilities, equipment and training. When companies have fewer or lower claims to pay, the premiums they collect can be lower. Therefore, by recognizing the potential effect of improved fire suppression on fire insurance losses, in that respect, the PPC program can often serve as an objective mechanism that can help recognize communities that choose to maintain and improve their firefighting services.

PPC can also be an important factor in overall community resilience and provides a consistent measurement tool that can help in these efforts, from the structural fire response perspective. Given the potential effect on fire insurance rates, the PPC could also be a factor considered by some businesses and developers to determine where to make investments.

While ISO's primary focus is to measure the effectiveness of a community's ability to respond to structure fires for insurance purposes, there are many derivative benefits. These include providing a statistically proven method of measuring performance; a methodology that can help as part of planning, budgeting for and making improvements; a tool that can be used to further the concept of community resilience; and a metric that can help encourage investment in a community. The ISO rating for Meredith currently is downgraded to a **4/4** from a previous 3/3Y, which is a good rating for a department with the current makeup, response capabilities, and local water supply. However, some minimal changes could result in returning to the favorable 3/3Y rating. In reviewing the ISO evaluation there are some very notable deficits that can be corrected and allow the community to obtain a better rating. Most notable are the Credit for Deployment Analysis, Credit for Company Personnel, Credit for Training and Credit for Inspection and Flow testing of Hydrants. The areas of Deployment Analysis and Company Personnel all deal with the number of trained staff you have available 24/7. With the number of call staff, the training component can be more challenging to obtain but can be done. One of the key factors is proper training in various disciplines as outlined in the full report as well as proper documentation to demonstrate the components and attendance at the training conducted.

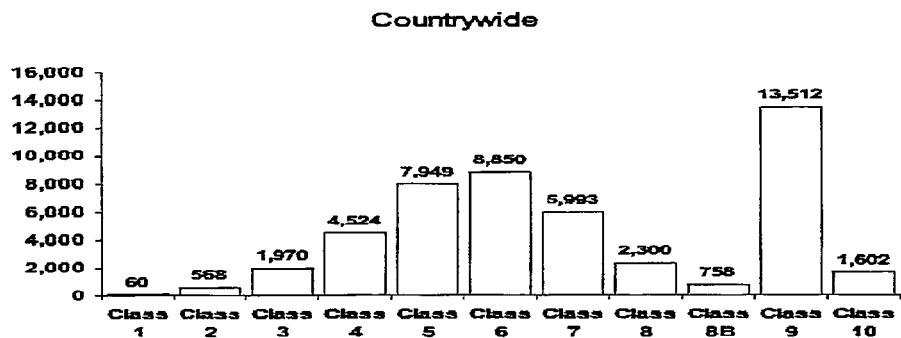


Figure 9
ISO Grading Chart USA
2019

One of the action items developed through the adoption of this study should be to move the Departments from the current class to a lower class over five years. Our team believes that this grade reduction could be accomplished through at least focusing on staffing, training, and water supply inspection and flow testing. The greatest fire safety concern throughout the area is the potential life loss in fires that occur in non-sprinklered, single and multi-family residential dwellings during sleeping hours, which is consistent with national trends. These fires are fueled by new “lightweight” construction and more flammable home contents. The time to escape a house fire has dwindled from about 17 minutes, 20 years ago, to three to five minutes today. This poses a severe risk not only to occupants but also to firefighters as they now have less time to do their job and save residents’ lives and property.

Although currently not prominent in most of the area, buildings more than three stories in height pose a special risk in an emergency. Fire on higher floors may require the use of ladder trucks to provide an exterior standpipe to be able to deliver water into a building that does not have a system in place. This requires additional personnel to transport equipment up to higher floors. Meredith does have large area buildings sometimes referred to as horizontal high-rises, such as warehouses, malls, and large “big box” stores which often require greater volumes of water for firefighting and require more firefighters to advance hose lines long distances into the building. They also present challenges for ventilation and smoke removal.

Although it is not clear how many commercial and residential sprinkler systems there are in Meredith, it is known that automatic sprinklers are highly effective elements of total system designs for fire protection in buildings. They save lives and property, producing large reductions in the number of deaths per thousand fires, and average direct property damage per fire, especially in the likelihood of a fire with a large loss of life or large property loss. They do so, much quicker, and often more effectively and with less damage than firefighting operations. No fire safety improvement strategy has as much documented life safety effectiveness as fire

sprinklers because they extinguish the fire, or, at a minimum holds it in check and prevents flashover, until the arrival of the Fire Department.

Studies from 2007 to 2011 of fires in all types of structures show when sprinklers were present in the fire area of a fire that was large enough to activate the sprinklers in a building not under construction, sprinklers operated 91% of the time⁶. When they operated, they were effective 96% of the time, resulting in a combined performance of operating effectively in 87% of reported fires where sprinklers were present in the fire area and the fire was large enough to activate sprinklers⁷. In homes (including apartments), wet-pipe sprinklers operated effectively 92% of the time. When wet-pipe sprinklers were present in the fire area in homes that were not under construction, the fire death rate of 1,000 reported structure fires was lower by 83%, and the rate of property damage per reported home structure fire was lower by 68%.

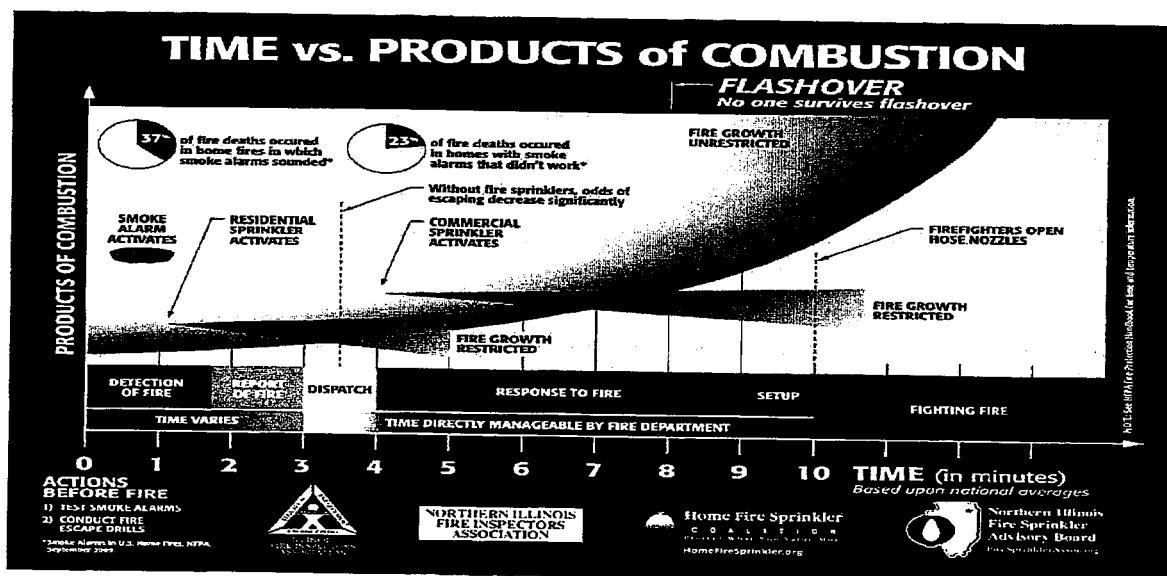


Figure 10

Time versus products of combustion curve showing activation times and effectiveness of residential sprinklers (approximately 1 minute), commercial sprinklers (4 minutes), flashover (8 to 10 minutes) and firefighters applying first water to the fire after notification, dispatch, response and set up (10 minutes)
<http://firesprinklerassoc.org/images/newflashoverchart.jpg>

Like most communities, Meredith has various types of housing that is older, although still well maintained. Most of these older residential occupancies are wood frame houses. The fire service further assesses the relative risk of properties based on several factors. Properties with high fire and life risk often require greater numbers of personnel and apparatus to effectively mitigate a

⁶ U. S. Experience with Sprinklers. John R. Hall, Jr. National Fire Protection Association, June 2013.

⁷ U. S. Experience with Sprinklers. John R. Hall, Jr. National Fire Protection Association, June 2013.

fire emergency. Staffing and deployment decisions should be made with consideration of the level of risk within each area of a community.

Low Risk: Minor incidents involving small fires (fire flow less than 250 gallons per minute), single patient non-life-threatening medical incidents, minor rescues, small fuel spills, and small brush or outside fires.

Moderate Risk: Moderate risk incidents involving fires in single-family dwellings and equivalently sized commercial office properties (needed fire flow generally between 250 gallons per minute to 1,000 gallons per minute), life threatening medical emergencies, hazardous materials emergencies requiring specialized skills and equipment, technical rescues involving specialized skills and equipment, and larger brush and outside fires particularly if structures are exposed.

High Risk: High risk incidents involving fires in larger commercial properties with sustained attack (fire flows more than 1,000 gallons per minute), multiple patient medical incidents, major releases of hazardous materials, and high-risk technical rescues.

The potential emergency risks present in the towns are not limited to just residential or commercial structural fire incidents. Weather, Transportation, Hazardous Materials, and man-made disasters all add to the overall risk in the community.

It is the project team's assessment that the level of risk differs based on the specific infrastructure and demographics of each community. The level of risk faced by each community and the region overall can be established based on the information presented within Figure 11.

OCCUPANCY DESCRIPTION	RISK
<i>Single Family Residential (unsprinkled)</i>	<i>Moderate</i>
<i>Multi-Family Residential (sprinkled)</i>	<i>Moderate</i>
<i>Institutional-Educational</i>	<i>Low</i>
<i>Commercial (Retail and Office) (sprinkled)</i>	<i>Moderate</i>
<i>Open Space</i>	<i>Low</i>

Figure 11
Community Risk Assessment Hazard Index

The weather a community experiences can impact the Fire and EMS ability to respond. Snow, ice, and other conditions can slow response. Major storms can create emergency situations that can

overwhelm local emergency response forces. The regional area enjoys a moderate climate typical of the New England region. Thunderstorms, strong windstorms, and significant rain events happen several times on average a year. Tropical storms and hurricanes also occasionally impact the area. Snowfall is experienced annually, and occasionally in amounts that paralyze the region.

The above information is intended to provide a “snapshot” of the area. It is not intended to be all-inclusive or comprehensive. For the fire department and first responders, it serves to put the town, and its associated hazards and risks into some context as the fire department works to carry out the recommendations of this study. A moderate to high-risk designation should not infer that the risks are eminent safety concerns. The risk designations present themselves based on several factors including what is the potential risk to people, based on the factors specific to the target hazard in question.

Ultimately, a comprehensive risk assessment should:

- Clearly identify and classify the town’s current risks;
- Place the risks in context with the Fire Department’s current operational capabilities and procedures;
- Reflect what the Budget Committee and Board of Selectmen feel is an acceptable level of risk for the town.

Looking ahead, the region will continue to experience a slow to moderate growth increase in development and population, although probably not high levels. While this development will have a definitive impact on the town’s emergency services, the exact amount is difficult to predict quantitatively and accurately. Increased commercial development of any type will mean an increase in the number of people living, working, and traveling within the area. Each of these will reasonably be expected to result in an increased number of requests for services from the fire services in the region. They can also impact response times through increased traffic and congestion.

It is likely the most significant increase in requests for emergency services will be EMS related. More people simply increase the number of medical emergencies that occur. It would not be unreasonable to expect that the increase in EMS incidents would be proportional to the increase in population; however, that is not always the case. Although a number of factors can ultimately impact the requests for service, such as ages or socio-economic status of new residents, or an aging population, it could reasonably be anticipated that an increase in population, along with potential increases in employment from any significant commercial development, would translate into an increase in emergency medical incidents.

The fire service further assesses the relative risk of properties based on a number of factors. Properties with high fire and life risk often require greater numbers of personnel and apparatus to effectively mitigate a fire emergency. Staffing and deployment decisions should be made with

consideration of the level of risk within each area of the community. The assessment of each factor and hazard as listed below took into consideration the likelihood of the event, the impact on the Community itself, and the impact on the Community's fire and first response EMS providers ability to deliver emergency services, which includes automatic aid capabilities as well. The list is not all inclusive but includes categories most common or that may be present in the Community as a whole.

Low Risk:

- *Automatic Fire/False Alarms*
- *Single patient/non-life threatening BLS EMS Incidents*
- *Minor Flooding with thunderstorms*
- *Good Intent/Hazard/Public Service*
- *Minor fire incidents (fire flow less than 250 gallons per minute) with no life safety exposure*
- *Minor rescues*
- *Outside fires such as grass, rubbish, dumpster, vehicle with no structural/life safety exposure*
- *Small fuel spill*

Moderate Risk:

- *Fires in single-family dwellings and equivalently sized commercial office properties (needed fire flow generally between 250 gallons per minute to 1,000 gallons per minute) where fire and/or smoke is visible indicating a working fire.*
- *Life threatening ALS medical emergencies*
- *Motor Vehicle Accident (MVA)*
- *MVA with entrapment of passengers*
- *Hazardous materials emergencies requiring specialized skills and equipment but not involving a life hazard*
- *Technical rescues involving specialized skills and equipment (such as low angle rescue involving ropes and rope rescue equipment and resources*
- *Larger brush and outside fires, particularly if structures are exposed*
- *Suspicious Substance Investigation involving multiple fire companies and law enforcement agencies*
- *Surface Water Rescue*
- *Good Intent/Hazard/Public Service fire incidents with life safety exposure*

High Risk:

- *Fires in larger commercial properties and target hazards with a sustained attack (fire flows more than 1,000 gallons per minute)*
- *Cardiac/respiratory arrest*
- *Multiple patient medical/mass casualty incidents with more than 10 but less than 25 patients*
- *Major releases of hazardous materials that causes exposure to persons or threatens life safety*
 - *Confined Space Rescue*
 - *Structural Collapse involving life safety exposure*
 - *High Angle Rescue involving ropes and rope rescue equipment*
 - *Trench Rescue*
 - *Explosion in a building that causes exposure to persons or threatens life safety or outside of a building*
- *Suspicious Substance incident with injuries*
- *Weather event that creates widespread flooding, building damage, and/or life safety exposure*

Special Risk:

- *Working Fire in a structure greater than three (3) floors*
- *Fire at an industrial building or complex with hazardous materials*
- *Mass Casualty Incident over 25 patients*
- *Rail or transportation incident that causes life safety exposure or threatens life safety through the release of hazardous smoke or material*

Aggressive enforcement of fire and building codes in both new and existing facilities will continue to be a critical factor in managing risk throughout the area. Communications regarding major projects need to be kept open and frequent. Any new development projects that are proposed should be sent to the fire department for review and input on fire protection needs and concerns. Unfortunately, some municipalities do not welcome fire department input nearly as readily as others do. Many departments require new projects be evaluated by a "Technical Review Committee (TRC)" or Technical Review Group (TRG)" The purpose of the TRC/TRG is to review projects that are submitted for review to the Planning Board, including site plans and subdivisions. The applicant/agent presents plans to the TRG which comments on the plans and suggests changes in accordance with various City regulations, laws, and policies. The TRC/TRG members typically include: - Chief Planner or designee, - Town Engineer - Director of Code Enforcement – Fire Department Representative - Police Department Representative - Economic Development Manager, and - Representative of the Conservation Commission. TRC/TRG meetings are often not considered public meetings. In addition, ensuring that existing buildings

continue to maintain code compliance is an important component of an overall community's fire protection system.

RECOMMENDATIONS:

- IV-1** *The MFD should conduct a thorough Community Risk Assessment and use the assessment as a tool to move the department into the future. Over the next year, a plan should be developed to utilize strengths to pursue opportunities and address weaknesses while mitigating threats. This should be an ongoing process that has member involvement and is moved forward by the officer core.*
- IV-2** *The MFD should review the latest ISO evaluation and strive to improve on staffing (as outlined in this document), Training and proper documentation (following ISO minimum hours and subjects), as well as work with water division to conduct and document water supply inspection and flow testing. All of these combined should move the community back to a better classification which in turn will affect fire insurance rates.*

V: FACILITIES AND EQUIPMENT

FACILITIES

Fire stations are a critical component of effective fire and EMS service delivery. In addition to housing apparatus, a modern fire station will provide for the safe housing of staff, proper storage and maintenance of equipment including personal protective equipment. Modern fire stations should also add safety and efficiency to the fire department's operations.

The Meredith Fire Department operates two stations although not all of them are utilized for response on all calls.

- **Downtown Station, 286 Daniel Webster Highway:** The Downtown Fire Station is the main station for the Meredith Fire Department. The station was renovated and added on to in 2008-2009. It houses the administrative offices as well as training/meeting room and dormitories currently used by interns attending fire science programs at the Technical College in Laconia.

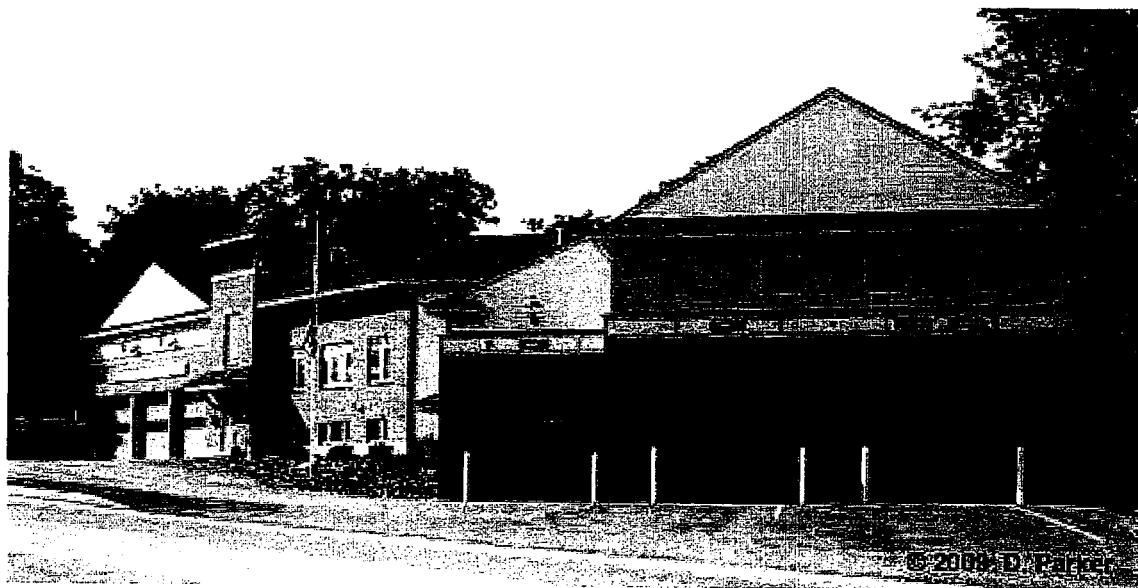


Figure 12
Downtown Station

The MRI Team found this station to be well laid out and well maintained and sees no major improvements needed.

- ***Meredith Center Station, 101 Meredith Center Road.*** The Center station is located in the geographic center of the community and is used primarily as a call firefighter station in that the station is not generally staffed except during an emergency. The station was built in 1985-1986 and currently houses fire apparatus.

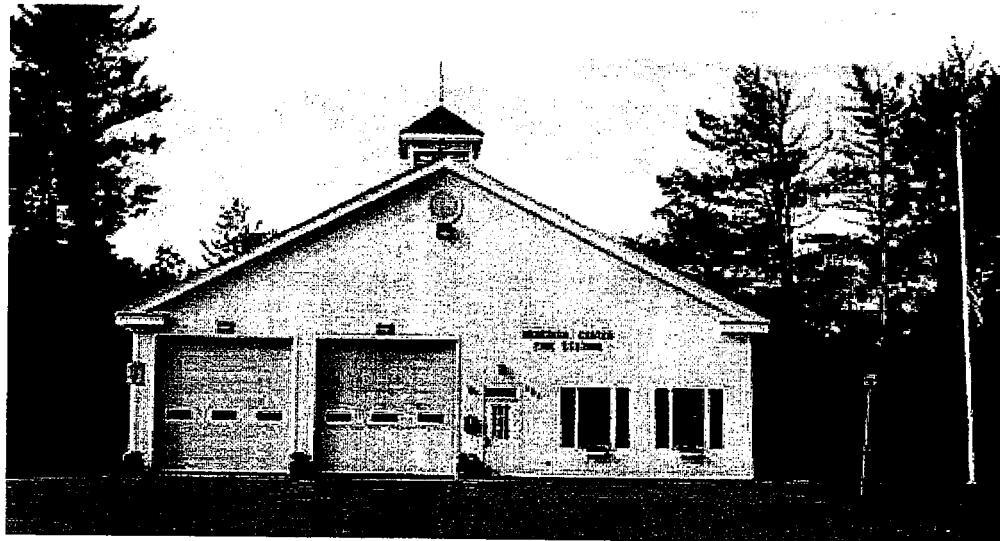


Figure 13
Meredith Center Station

For the current use of this station, it is well maintained and flows functionally. There are some recommendations to help improve the living and working conditions in the future included below.

EQUIPMENT

The Meredith Fire Department maintains a modern and appropriate apparatus set consisting of one aerial ladder, four structural engines, one rescue truck, three forestry trucks, three ambulances and miscellaneous operational support equipment. A replacement plan for the apparatus fleet is in place and has been successful.

Car 1	2022	Command Unit
Boat 1	1986	Fire Suppression, EMS transport, water rescue (Seasonal use)
Boat 2	2019	14' Inflatable on a trailer water Rescue (Downtown station)
Engine 1	2000	First Due fire attack (Downtown station)
Engine 2	2007	Water Supply and Forestry (Center Station)
Engine 3	1993	First Due Attack (Center Station)
Engine 4	2016	Water Supply (2500-gallon tank) and fire attack (Downtown station)
Forestry 1	2018	Forest/Brush fire suppression (Downtown station)
Rescue 1	2015	Vehicle Extrication – Rescue – Tactical Support Unit
Tower 1	2009	Aerial Support for firefighting operations (Downtown station)
Utility 1	2016	Pickup truck – multi use (Downtown station)
Utility 2	2004	8 wheel amphibious tactical support (Downtown station)

Figure 14
Apparatus Inventory

Note: A new engine three has been ordered to replace the current engine and is anticipated to be delivered in 2025.

One of the key factors in the fleet maintenance of apparatus and equipment is a strong repair and maintenance program. Meredith is very fortunate to have an in house “Chief Engineer” that works diligently at keeping the equipment in top shape and always in a state of readiness. This work is currently being done at a tremendous cost savings to the community and saves thousands of dollars in typical shop rate hours that would typically be paid out. Along with these identified savings is the amount of “downtime” on the apparatus that is saved by not waiting to schedule repairs by a vendor. Once the current Chief Engineer retires, the line item in the budget for maintenance and repairs will need to be increased as it is likely this work will need to be outsourced to a vendor to complete.



Figure 15 - Tower 1



Figure 16 - Rescue 1



Figure 17 - Engine 1



Figure 18 - Engine 2



Figure 19 - Engine 3



Figure 20 - Engine 4



Figure 21 - Forestry 1

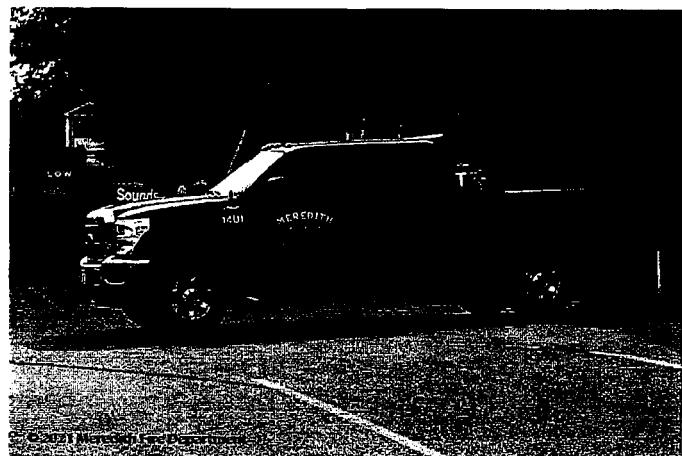


Figure 22 - Utility 1

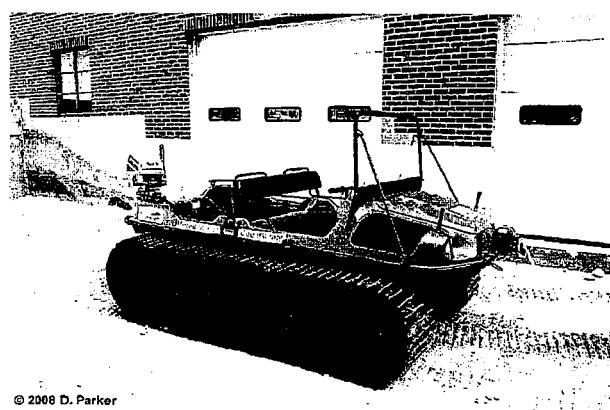


Figure 23 - Utility 2

RECOMMENDATIONS:

Stations:

- V-1 *Downtown station - older three bay (small equipment) apparatus floor drainage needs attention. The sloping of the floor to the drains appears to be off.*
- V-2 *Center Station- Floor drains are a tripping hazard and need to be addressed.*
- V-3 *Center Station- A backup emergency generator should be installed and wired for automatic power switch over during a power failure.*
- V-4 *The town should consider making accommodation at this station for future use and needs. Items such as dormitories, kitchen, office and dayroom areas that could be used during long term emergencies and or for housing the student interns in the future should be made.*

Apparatus:

- V-4 *Replace Forestry 2 that was placed out of service last year due to safety concerns. This vehicle was run out of the Center Station and was used not only for outside fires but also as a tow vehicle for the trailers for the boat and trailers for equipment. The size of the community and the makeup of the land in and around Meredith should have two small 4-wheel drive vehicles that can go off road and carry the needed equipment for fires.*
- V-5 *A 20-year capital plan should be developed and updated on an annual basis.*
- V-6 *Boat 1 is a critical piece of equipment to be able to respond to medicals and fire on Lake Winnipesaukee and the islands. This boat should be replaced in the next few years and be maintained as the primary boat for the "Big Lake". An evaluation of the current boat should be made at the time a new boat is put into service and if possible be maintained at a separate marina as a second line boat.*
- V-7 *Engine 1 is beginning to show signs of rust and will need to be closely monitored and removed from service if and when it becomes a safety issue.*
- V-8 *Based on the current cost of large capital items for the fire department the town should consider increasing the annual reserve fund to \$250,000.00. The increased cost of apparatus will eventually outrun the reserve fund.*

VI: INCIDENT RESPONSE TYPES AND TIMES

From the perspective of effective emergency response, there are three main factors that are used to help determine the deployment of resources: response time, travel distance, and call volume. For most evaluations, response time is the most critical factor; an important measuring instrument to determine how well a fire department or first response EMS provider is currently performing, to help identify response trends, and to predict future operational needs. Getting emergency assistance to the scene of a 9-1-1 caller in the quickest time possible may be critical to the survival of the patient and/or successful mitigation of the incident. Achieving the quickest and safest response times possible should be a fundamental goal of every fire department and first response EMS provider. It is not just a cliché that during critical life-threatening situations, minutes and even seconds truly do count.

An analysis of the type of incidents Meredith responded to in 2020, 2021, and 2022 was completed with data provided. The table below shows a broad classification of the types of incidents as reported to the National Fire Incident Reporting System (NFIRS) and an average of the three years indicating the number of responses to each type. Regardless of the actual incident address (in town or mutual aid) all responses were calculated as it was a service that was provided by the Fire department.

NFIRS Reporting System		2020		2021		2022		3 Year Average	
		# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls
100 Series- Fires		60	12%	48	10%	45	9%	51	10%
200 Series - Ruptures / Explosions		0	0%	1	0%	2	0%	1	0%
300 Series - Rescue / EMS		39	8%	45	9%	54	11%	46	9%
400 Series - Hazardous Condition		147	30%	145	29%	140	27%	144	29%
500 Series - Service Call		47	10%	49	10%	48	9%	48	10%
600 Series - Good Intent		53	11%	52	10%	69	13%	58	12%
700 Series - False Alarm		145	30%	162	32%	155	30%	154	31%
800 Series - Severe Weather		0	0%	1	0%	0	0%	0	0%
900 Series - Special Incident		0	0%	0	0%	0	0%	0	0%
TOTAL		491	100%	503	100%	513	100%	502	100%

Figure 24
2021 Fire Department by Incident type

The highest demand for service is for False Alarms, with an average of 31%, followed secondly by Hazardous conditions at 29%. Hazardous conditions reflect calls like power lines and or trees down, flooding or any other condition that does not necessarily fit into any of the other types. Fires themselves consistently reflect 10% on average of the response volume during the three years of the study.

Incidents by day of the week and time of day were also analyzed. The outcome of the data looked at is very comparable to other departments that have been looked at over the past few years.

	2020		2021		2022		3 Year Average	
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls
Monday	71	14%	71	14%	63	12%	68	14%
Tuesday	83	17%	63	13%	61	12%	69	14%
Wednesday	68	14%	67	13%	89	17%	75	15%
Thursday	53	11%	88	17%	66	13%	69	14%
Friday	83	17%	72	14%	77	15%	77	15%
Saturday	78	16%	67	13%	86	17%	77	15%
Sunday	55	11%	75	15%	71	14%	67	13%
	491	100%	503	100%	513	100%	502	100%

Figure 25
Analysis by Day of the Week

	2020		2021		2022		3 Year Average		
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	
Monday	D	50	70%	44	62%	39	65%	44	66%
	N	21	30%	27	38%	24	40%	24	36%
	TOTAL	71		71		63		68	
Tuesday	D	48	58%	36	57%	35	50%	40	55%
	N	35	42%	27	43%	26	37%	29	41%
	TOTAL	83		63		61		69	
Wednesday	D	40	59%	38	57%	54	66%	44	61%
	N	28	41%	29	43%	35	43%	31	43%
	TOTAL	68		67		89		75	
Thursday	D	30	57%	52	59%	37	62%	40	59%
	N	23	43%	36	41%	29	48%	29	44%
	TOTAL	53		88		66		69	
Friday	D	43	52%	41	57%	46	53%	43	54%
	N	40	48%	31	43%	31	36%	34	43%
	TOTAL	83		72		77		77	
Saturday	D	46	59%	32	48%	42	58%	40	55%
	N	32	41%	35	52%	44	60%	37	51%
	TOTAL	78		67		86		77	
Sunday	D	27	49%	42	56%	40	59%	36	55%
	N	28	51%	33	44%	31	46%	31	46%
	TOTAL	55		75		71		67	
Year Total		491		503		513			

Figure 26
Analysis by Time of Day

With Meredith truly a seasonal community it was felt that a closer look at the month of the year was prudent to do. Not surprising that the months of June, July and August equally share 11% of the incidents with the balance of the year remaining flat.

	Incidents by Month									
	2020		2021		2022		3 Year Average		# Calls	% of Calls
	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls	# Calls	% of Calls		
January	36	7%	32	6%	43	8%	37	7%		
February	43	9%	32	6%	28	5%	34	7%		
March	22	4%	33	7%	29	6%	28	6%		
April	29	6%	40	8%	28	5%	32	6%		
May	45	9%	39	8%	33	6%	39	8%		
June	38	8%	56	11%	65	13%	53	11%		
July	39	8%	64	13%	63	12%	55	11%		
August	62	13%	49	10%	55	11%	55	11%		
September	50	10%	38	8%	42	8%	43	9%		
October	39	8%	40	8%	33	6%	37	7%		
November	49	10%	38	8%	41	8%	43	8%		
December	39	8%	42	8%	53	10%	45	9%		
TOTAL	491	100%	503	100%	513	100%	502	100%		

Figure 27
Analysis by Month

What is truly clear is that the public has twenty-four-hour needs all year long. It is important to be able to respond efficiently and effectively to incidents all day every day.

Structural firefighting has become far more challenging and dangerous in the last thirty years. A fire can easily at least double in size and intensity every 30 seconds. If firefighters cannot arrive in a timely manner and attack the fire quickly, a strong possibility exists that a dangerous flashover (simultaneous ignition of all combustible materials in a room) will occur. Flashover can occur within five to seven minutes of fire ignition and is one of the most dangerous events that a firefighter, or trapped civilians, can face. When a flashover occurs, initial firefighting forces are generally overwhelmed and will require significantly more resources to affect fire control and extinguishment.

Heart attack and stroke victims require rapid intervention and care, and transport to a medical facility. The longer the time duration without care, the less likely the patient is to fully recover. Numerous studies have shown that irreversible brain damage can occur if the brain is deprived of oxygen for more than four minutes. In addition, the potential for successful resuscitation during cardiac arrest decreases exponentially with each passing minute that cardio-pulmonary resuscitation (CPR) or cardiac defibrillation is delayed. The true key to success in the chain of survival is the education and early access to the 911 system by civilians. The early notification coupled with the added skills of properly trained EMS staff that arrive quickly and transport at the appropriate level of care are all key factors in a positive outcome for patients.

For EMS incidents, nationally, the standard of care based on stroke and cardiac arrest protocols is to have a unit on scene at a medical emergency within six minutes from receipt of the 9-1-1 call. Considering the future potential of this regional approach, Paragraph 4.1.2.1(4) of NFPA 1710⁸, which would be applicable to departments that provide first response EMS operations since they are primarily provided by in station, per diem staff, recommends that for EMS incidents, a unit with first responder or higher level trained personnel and equipped with an AED, should arrive within four minutes of response (five minutes of dispatch of the call), and an Advanced Life Support (ALS) unit should arrive on scene within eight minutes (ten minutes of call receipt. Paragraph 4.1.2.2 recommends the establishment of a 90% performance objective for these response times. CAAS⁹ recommends that an ambulance arrive on scene within eight minutes, fifty-nine seconds (00:08:59) of dispatch.

Although NFPA 1720 provides essential benchmarks, fire departments often measure baseline performance in terms of *total response time*, which is the time it takes from the call to be received at the Public Safety Answering Point (PSAP) until the first unit arrives on the scene of the emergency incident. Total response time should be measured and reported for all first-due units *and* the effective response force (ERF) assembly. Total response time is composed of call-processing time, turnout time and travel time:

- *Call processing time* – the elapsed time from the call being received at the PSAP to the dispatching of the first unit.
- *Turnout time* – the elapsed time from when a unit is dispatched until that unit changes their status to “responding.”
- *Travel time* – the elapsed time from when a unit begins to respond until its arrival on the scene.

The response travel time is calculated from the time of dispatch to the time of arrival of the first piece of fire/EMS apparatus. It is also important to keep in mind that there are many possible variables to actual response travel times such as weather, physical location of the incident compared to the location of the station (travel distance) especially during mutual aid responses as well as other simultaneous calls that may be happening. It is also important to note that the response time for fire staff for non-EMS incidents is typically higher. Before staff leave the station, they should be wearing all of their personal protective equipment (boots, pants, hoods, and coats).

⁸ NFPA 1710, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments, 2001 edition (National Fire Protection Association, Quincy, MA), outlines organization and deployment of operations by career and primarily career fire departments.

⁹ The Commission on Accreditation of Ambulance Services (CAAS) is an independent commission that established a comprehensive series of standards for the ambulance service industry.

Response time	2020	2021	2022	3 Year Average
Response Time(tone to scene)				
All inclusive	9:11	8:59	8:57	9:02

Figure 28
Call Analysis – Response Times

NOTE: It is important to note that all too often the first and other vehicles respond with a driver only and hopefully a certified firefighter riding with him. Due to the low turnout of staffing the past few years the MRI team is seeing a very dangerous trend with the low turnout of qualified staff to be effective in fighting fires and or any incident in ILDH (Immediately dangerous to life and health) environment. This trend is a Nation-Wide issue especially with predominant call departments.

Often a department is asked about the last time they had a fire. It is not about the last time; it is more about what damage was caused and how many people were affected that you cannot put a dollar figure on. Meredith has a three-year average of \$699,820.67 dollar loss that can be calculated. The goal should be NO dollar or life loss every year. Fire Prevention and early notification is key to keeping both numbers down. An insurance company will replace the structure and some of the contents, but it cannot replace the family photos, heirlooms, kids artwork and other items that were precious to the occupants.

Property Loss	Dollar Loss	2020	2021	2022	3 Year Average
Property Loss		\$ 371,312.00	\$ 968,500.00	\$ 639,650.00	\$ 659,820.67
Total Loss	\$ 371,312.00	\$ 968,500.00	\$ 639,650.00	\$ 639,650.00	\$ 659,820.67

Figure 29
Property Loss

VII: STAFFING

The key to any successful organization is the appropriately trained staff that are available to respond when needed. In today's fire service the numbers of call volunteer firefighters are dropping, and a marked drop has been noticed since the COVID 19 pandemic.

In Meredith there are several groups of firefighters. The first is the Chief who is available and responds 24/7 as well as has "Office hours" Monday through Friday. The second is a group of firefighters that are fully trained and certified to work shifts, generally during peak times during the summer months. The third group are call firefighters that are trained and certified who respond when called. This group generally have full-time jobs out of town and are not available during normal business hours and are not able to leave their jobs to respond. The fourth and final group are the live in or interns that the department houses. These interns are in school Monday through Friday and are for the most part not certified firefighters until late in the training program. These students are required to respond on apparatus to assist to the level of their certification while living in the station as well as cover shifts a minimum of 32 hours a week. Often, once they graduate with all the pertinent certifications, they move to full time firefighter positions in other communities.

The chart below indicates comparable data by year showing the number of people on the roster, the number of active people on the roster, the average number of responders on a call, the average response time and finally the average length of the incident or call. The key factors from the chart indicate that the total number of people on the roster from 2002 to 2022 has dropped by 16. The average number of active people has dropped by 12, reflecting an average of staff on a call down by 5.75 from 2002 to 2022. With the call volume increasing and the available qualified staff dropping a real concern is certainly rising as the sustainability of the current call model is very much going to be in question.

Staffing level - Response # - Response times 2002 to 2020							
	2002	2005	2010	2015	2020	2021	2022
# of Incidents	300	389	334	414	491	503	513
Roster Size	48	49	40	53	38	38	32
Active on Roster	40	41	38	44	29	29	28
Average # Responders on a call	12.03	11.41	11.37	7.8	6.92	6.49	6.28
Response Time	7.04	7.9	9	11.45	10.4	10.3	9.58
Average total Call Time	51.5	50	N/A	46.58	39.5	46.58	40.3
							213
							Total Increase in Incidents
							-16
							Decrease in # of people on the roster
							-12
							Decrease in # of Active people
							-5.75
							Decrease in # of people actually going to calls.
							2.54
							Increase in response time
							-11.2
							Decrease in overall on scene time.

Figure 30
Staffing levels

It has often been said that the fire service can have all the best equipment, but that equipment is useless without a good and efficient crew to operate it. In today's world, call and volunteer firefighters are getting harder and harder to not only recruit but also to retain. This is a nationwide issue that in many communities is now becoming a crisis.

Having several people listed on a roster may give a false sense of security and be misleading. Their participation in training, working shifts and actual response to incidents shows the real numbers and the level of service the department can deliver. The Chief has tried to have 4 part-time or per -diem staff on duty during the day 7 days a week and has only been able to successfully staff this approximately 10% of the time.

The age of the current staff at Meredith Fire shows a typical trend in what the MRI team is seeing throughout New England. There are very few younger people wanting to work in the fire service and a large portion of the current people will be looking at retiring from the service in the next 5 to 7 years.

AGE BREAKDOWN		
Under 20	0	0%
20-29	1	5%
30-39	4	18%
40-49	3	14%
50-59	7	32%
Over 60	7	32%
Total	22	
65 and older	2	
70 and Older	0	

Figure 31
Meredith Staff - Years of Service

Most firefighters and EMTs are not providing the service to the community for money. As an example, MRI has studied a department where 14% of emergency calls received no response from the local community. To address the situation the Board of Selectmen doubled wages but received no associated increase in participation and response. Although this is an extreme case, other retention strategies may be more effective. It is the hope of most departments to get people interested in performing the services and to keep them as long as they can.

The amount of time that is required to complete training programs should be rewarded. Meredith Fire should consider a one-time stipend for making certain benchmarks as a way of

compensating staff. The department should consider giving one-time stipends for completing firefighter 1, firefighter 2, different fire officer levels, and EMS certifications as a way of rewarding people for taking the time and completing programs. Currently there is no hourly wage or stipends and therefore no real incentive for taking the number of hours required to reach any level of training or certification. Most communities are now offering an hourly wage for training and bumping the wage up as training and certification levels are completed.

There has been much research done by several fire departments on the effects of various staffing levels. One constant that has emerged is that company efficiency and effectiveness decrease substantially, while injuries increase when company/unit staffing falls below four personnel. A recent comprehensive yet scientifically conducted, verified, and validated study titled *Multi-Phase Study on Firefighter Safety and the Deployment of Resources* was performed by the National Institute of Standards and Technology (NIST) and Worcester Polytechnic Institute (WPI), in conjunction with the International Association of Fire Chiefs, the International Association of Fire Fighters, and the Center for Public Safety Excellence. This landmark study researched residential fires, where most of the fire, injuries, and fatalities occur. ***The study concluded that the size of firefighter crews has a substantial effect on the fire department's ability to protect lives and property in residential fires and occupancies.*** Several key findings of the study include:

- *Four-person firefighting crews were able to complete 22 essential firefighting and rescue tasks in a typical residential structure 30% faster than two-person crews and 25% faster than three-person crews.*
- *The four-person crews were able to deliver water to a similarly sized fire 15% faster than the two-person crews and 6% faster than three-person crews, steps that help to reduce property damage and reduce danger/risks to firefighters.*
- *Four-person crews were able to complete critical search and rescue operations 30% faster than two-person crews and 5% faster than three-person crews.*

The United States Fire Administration, part of the Federal Emergency Management Agency in the Department of Homeland Security, recommends that a minimum of four firefighters respond on or with each apparatus. In its respected textbook *Managing Fire Services*, the International City/County Management Association (ICMA) states, *“that at least 4 and often 8 or more firefighters under the supervision of an officer should respond to fire suppression operations”*. They further state, *“If about 16 firefighters are not operating at the scene of a working fire within the critical time period then dollar loss and injuries are significantly increased, as is fire spread”*.

Beyond the NFPA standard(s), which as standards do not carry the weight of regulation or law, is the Occupational Safety and Health Administration (OSHA) Respiratory Protection Standard, CFR 1910.134, which carries the weight and force of regulation, thus making compliance mandatory. One key provision of the Respiratory Protection Standard that is directly applicable to fire

department staffing is known as the “Two-In/Two-Out” rule. In brief, this regulation specifies that anytime firefighters operate in an environment/atmosphere that is “immediately dangerous to life and health” (IDLH), whenever two members enter the IDLH area together/as a team, they must maintain visual or voice communication with two additional firefighters who must remain outside of the IDLH atmosphere, prepared to render immediate emergency assistance to those inside (Figure 25). The OSHA rule does provide an exception, however, which states that the rule does not apply in emergency rescue situations where a person is visible and in need of immediate rescue, or there is credible and reasonable information that potentially viable victims are still in need of rescue.

To comply with the “Two-In/Two-Out” rule, a team of four firefighters must be assembled before an interior fire attack can be made when the fire has progressed beyond the incipient stage, except in an imminent life-threatening situation when immediate action could prevent the loss of life or serious injury before the team of four firefighters are assembled. The serious concern of the MRI project team is that the OSHA “Two-In/Two-Out” rule permits an exception for life hazard or rescue situations. The reality is that in one of the most serious life hazard fire situations that can be encountered, trapped civilians, a firefighter may need to place himself/herself in extreme danger by entering the structure alone.

The OSHA:” Two-In/Two-Out” rule is an essential component of operational safety and should be the basis of fire service operations within the study communities. Despite the rural nature of the area, and the reality of some elongated response times, interior operations beyond a visible rescue should not be initiated until four personnel arrive on the incident scene.

Paragraph 4.1, ***Fire Suppression Organization*** in NFPA 1720¹⁰ states, fire suppression operations shall be organized to ensure that the Fire Department’s fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources effectively, efficiently, and safely. Paragraph 4.2.2, ***Community Risk Management***, states the number and types of units assigned to respond to a reported incident shall be determined by risk analysis and/or pre-fire planning.

The operations necessary to successfully extinguish a structure fire, and do so effectively, efficiently, and safely, requires a carefully coordinated, and controlled, plan of action, where certain operations, such as venting ahead of the advancing interior hose line(s), must be carried out with a high degree of precision and timing. Multiple operations, frequently where seconds count, such as search and rescue operations and trying to cut off a rapidly advancing fire, must also be conducted simultaneously. If there are not enough personnel on the incident initially to perform all the critical tasks, some will, out of necessity, be delayed. This can result in an

¹⁰ NFPA 1720, Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments, 2014 edition (National Fire Protection Association, Quincy, MA) outlines organization and deployment of operations by volunteer/call, and primarily volunteer/call fire departments.

increased risk of serious injury, or death, to building occupants and firefighters, and increased property damage. It is important that all communities give and receive mutual aid to fires with appropriate staffing of at least 4 personnel, one of which should be an officer.

To address this concern the community will need to make a conscious choice relative to service level through budgetary appropriation.

NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments*, 2014 edition outlines organization and deployment of operations by volunteer, and primarily volunteer fire departments.

Some of the key provisions of NFPA 1720 are as follows:

1. *Paragraph 4.3.1 on Staffing and Deployment states that the Fire Department shall identify minimum staffing requirements to ensure that enough members are available to operate safely and effectively.*
2. *Paragraph 4.3.2 on Staffing and Deployment states that Table 4.3.2 (Figure 19) shall be used by the authority having jurisdiction (AHJ) to determine staffing and response time objectives for structural firefighting, based on a low-hazard occupancy such as a 2,000 square foot, two-story, single-family, without basement or exposures.*

Staffing and Response Times				
Demand Zone	Demographics ¹	Minimum Staff to Respond	Response Time ² (minutes)	Meets Objective (% of the time)
Special risks	AHJ	AHJ	AHJ	90 %
Urban	>1000 people/mi. ²	15	9	90 %
Suburban	500 - 1000 people/mi. ²	10	10	80 %
Rural	< 500 people/mi. ²	6	14	80 %
Remote	Travel distance > 8 mi.	4	Dependent upon travel distance	90 %

1 – A jurisdiction can have more than one demand zone.

2 – Response time in this table begins upon completion of the dispatch notification and ends at the time interval shown in the table.

Figure 32
Staffing and Response times from NFPA 1720

3. *Paragraph 4.3.3 on Staffing and Deployment states that upon assembling the necessary resources at the emergency scene, the Fire Department should have the capability to safely commence an initial attack within two minutes, 90% of the time.*
4. *Paragraph 4.6.1 Initial Firefighting Operations states that initial firefighting operations shall be organized to ensure that at least four members are assembled before interior fire suppression operations are initiated in a hazardous area.*
5. *Paragraph 4.7.1 Sustained Firefighting Operations states that the Fire Department shall have the capability for sustained operations, including fire suppression; engagement in search and rescue, forcible entry, ventilation, and preservation of property; accountability of personnel; the deployment of a dedicated rapid intervention crew (RIC); and the provision of support activities for those situations which are beyond the capabilities of the initial attack.*
6. *Paragraph 4.7.2 Sustained Firefighting Operations also states that the capability to sustain operations shall include sufficient personnel, equipment, and resources to effectively, efficiently, and safely conduct the appropriate operations.*

Note: While the NFPA standards are nationally recognized consensus standards, it is still the responsibility of the local jurisdiction to determine the acceptable level of risk and corresponding fire protection/EMS services.



Figure 33
Example of a significant incident requiring the response of several communities - Bar Harbor 2022.

Some jurisdictions add additional response resources and, in some cases, exceed the specifics of national benchmarking for personnel and other resources particularly when the incident is in a larger structure where the life hazard may be higher and/or the potential fire situation much more complex. Personnel needs for fires involving large, more complex structures, such as large senior citizen, assisted living (Figure 20), and commercial occupancies will require a significantly greater commitment of initial personnel, minimally 27/28, according to the 2016 edition of NFPA 1720's companion standard NFPA 1710, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Career Fire Departments*. This should include reported fire incidents in buildings that are fully sprinklered. While sprinklers are highly effective, they are not 100% so. Until such time as the extent and seriousness of the incident can be determined, a full complement of personnel and apparatus should be dispatched.

Figure 34 identifies, and Figure 35 illustrates, the critical tasks and resource deployment required for low to moderate-hazard incidents such as one and two family residential and small commercial structure fires. Although some people advocate that these types of incidents can be handled with less personnel, unless it is a small fire, there is the possibility there will not be enough personnel available to perform all the critical tasks necessitating that some be delayed.

Incident Command	1
Continuous Water Supply/Pump Operator	1
Fire Attack via Two Handlines	4
Hydrant Hook-Up, Forcible Entry, Utilities	2
Primary Search and Rescue	2
Ground Ladders and Ventilation	2
Aerial Operator (if Aerial is Used)	1
Establishment of an IRIT (Initial Rapid Intervention Team)	2

Figure 34
Critical Tasking: Low and Moderate Risk Structure Fire

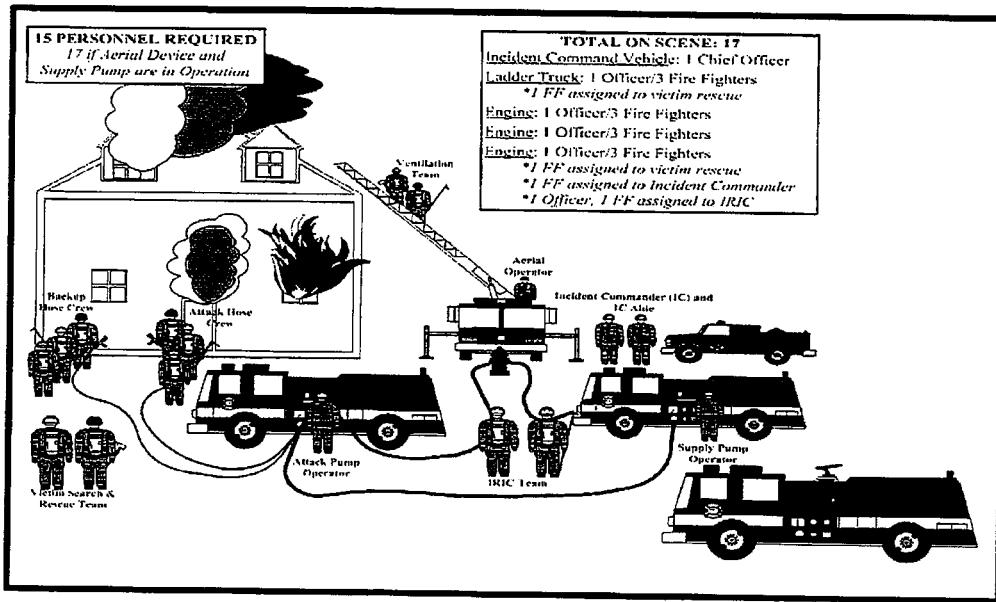


Figure 35
Typical Basic Staffing Needs For A Single-Family Dwelling Fire.
 Image credit: IAFF 266

These tasks meet the minimum requirements of NFPA 1720 for the initial full-alarm assignment to a typical low-risk, 2000 square foot, 2 story residential structure. These are the proverbial “bread and butter” structural fire incidents that fire departments respond to, and which are, by far, the most common type of structure fire. Personnel requirements for fires involving large, more complex structures such as commercial or industrial facilities or multifamily residential occupancies will require a significantly greater commitment of personnel.

Respondents to the fire and EMS questionnaire reported that they achieved NFPA 1720 compliance for structure fire response and average of 60.52% of the time. This ranged from a low of six percent to a reported high of 100%.

The 2016 edition of NFPA 1710 recommends a minimum of 27/28 personnel on the initial response for fires involving moderate hazard garden-style apartments and strip shopping centers (Figure 36).

Incident Command	2
2 – Independent Water Supply Lines/Pump Operators	2
Fire Attack via Three Handlines	6
Support Firefighter for each Handline	3
2 - Search and Rescue Teams	4
2 - Ground Ladders and Ventilation Teams	4
Aerial Operator (if Aerial is Used)	1
Rapid Intervention Team (1 Officer/3 Firefighters)	4
EMS/Medical	2

Figure 36
Critical Tasking: Moderate Risk Structure Fire

Figure 37 identifies critical tasking for fires involving high risk structures such as hospitals, nursing homes, and assisted living facilities.

Incident Command	2
2 – Independent Water Supply Lines/Pump Operators	2
Investigation/Initial Fire Attack Line	3
Backup Line	3
Secondary Attack Line	3
3 - Search/Rescue Teams	6
2 – Ground Ladder and Ventilation teams	4
Water Supply/Fire Department Connection	2
Aerial Operators (if Aerials are Used)	2
Safety/Accountability	2
Rapid Intervention Team (1 Officer/3 Firefighters)	4
EMS/Medical	4

Figure 37
Critical Tasking: High Risk Structure Fire

There has been much research done by several fire departments on the effects of various staffing levels. One constant that has emerged is that company efficiency and effectiveness decrease substantially, while injuries increase when company/unit staffing falls below four personnel

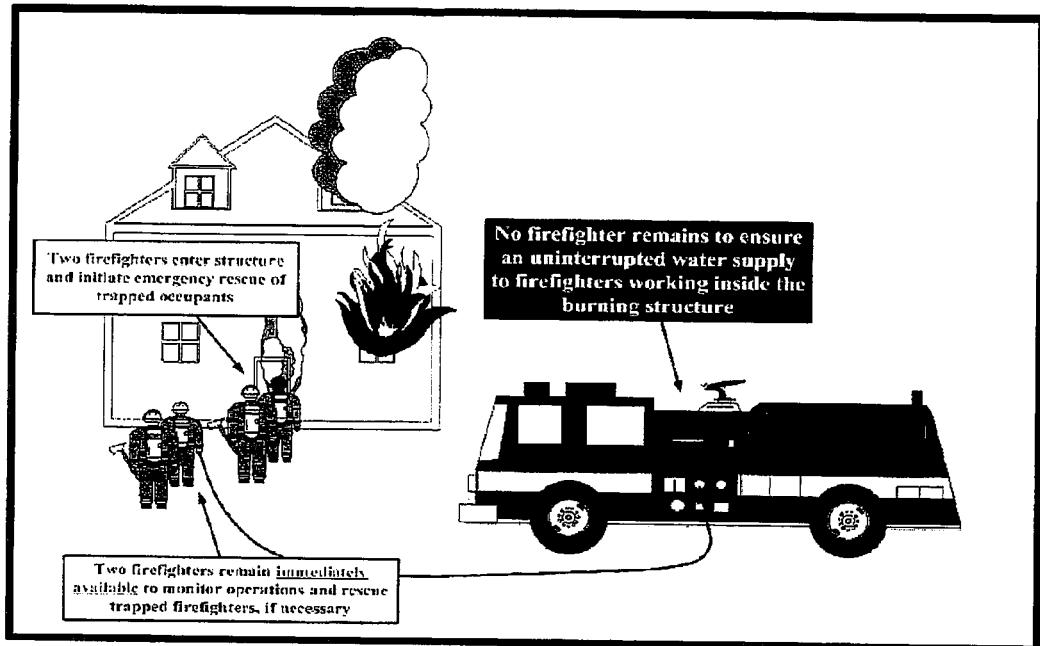


Figure 38
OSHA TWO-IN/TWO-OUT
Image Credit: IAFF 266

Administrative Concerns

The number of administrative duties of a modern-day fire department is tremendous. Currently the Fire Chief is trying to juggle all of the administrative duties along with responding to calls, attending meetings, conducting a tremendous amount of plan review and inspections. That does not consider the number of residents and transient residents coming to get a permit to have a campfire. All of this is overwhelming to a single person, and as a result they are inefficient in the tasks they try to carry out.

With the building projects going on within the community coupled with the required assembly inspections that need to be done on an annual basis there is a need for a full-time code compliance person who should also be a certified firefighter-EMS provider to help when needed. Along with the inspector a full-time administrative assistant should be brought on board. All permitting and scheduling should be moved to the fire department from the building department to allow for efficient and effective use of the fire staff's time. In looking at the volume of work compared to similar communities in the Lakes Region both positions are certainly warranted. A full permitting fee schedule should be developed to help offset some of the cost of these positions.

Future Staffing Model

Taking into consideration all the work required on the administration side of the fire service, coupled with the need to have a staff responding to calls daily, it is the recommendation of the MRI team that the Town of Meredith increase the full-time staffing levels as outlined below while continuing to support a predominant call department. The town of Moultonborough has taken similar steps over the past year and has added a fulltime administrator and 6 fulltime firefighters to the 3-person fulltime staff it previously had.

Breakdown of positions:

- 1 Fulltime Fire administration person (24 to 28 Hours a week Monday through Friday)
- 1 Fulltime Firefighter Inspector (40 Hours a week Monday through Friday)
- 2 Fulltime Fire Officers – One for each shift as outlined below
- 4 Fulltime firefighters – Two for each shift outlined below

Firefighter Shifts:

Two platoons each with one officer and four firefighters working 12-hour shifts.

- *Each platoon works 4 days on and 4 days off on a rotating schedule.*
- *Over an eight-week cycle this will produce a 42-hour work week with any off-duty hours compensated at overtime rates.*
- *The Fire Chief and Fire Inspector will respond to calls as needed.*
- *Schedule over an eight-week cycle*

A-A-A-A-B-B-B-B-A-A-A-B-B-B-B- A-A-A-A-B-B-B-B-A-A-A-B-B-B-B- A-A-A-A-B-B-B-B-A-A-A-A-B-B-B-B- A-A-A-A-B-B-B-B-A-A-A-A-B-B-B-B- A-A-A-A-B-B-B-B-A-A-A-A-B-B-B-B-

The Math:

A Shift works 28 days X 12hours a day = 336 / 8 weeks = 42 hours a week

B Shift works 28 days X 12 hours a day = 336 / 8 weeks = 42 hours a week



Proposed Staffing Budget Cost

If this plan is adopted and put in place, the shift schedule should run for a full year and then be evaluated to determine if the full-time coverage needs to be adjusted or to go to 24 hours a day.

Below is the total cost for all the positions based on figures available in August of 2023. Hourly rates are projected for FY 25. A complete breakdown is included in **Appendix A**.

Budget Lines	Salary FT	\$	464,056.00
	Overtime	\$	62,743.20
	Retirement system	\$	154,005.98
	FICA	\$	2,166.53
	Medicare	\$	7,638.59
	Benefits	\$	75,475.40
			<i>Sub Total</i>
	TOTAL	\$	690,610.29

Figure 39
Proposed Fulltime additional budget

With all new positions added, each will need to run for a full year and then evaluated and if needed, the number of staffing and hours each adjusted to meet the needs of the department and the community.

For planning and budgeting purposes, it would be prudent for the Town to look ahead to budget the Full time Firefighters to a 24-hour schedule in year two or three as the trend in call firefighter participation appears to be dwindling down each year necessitating the change.

In an effort to put this into tax dollars the MRI team has taken the assessed tax property values without utilities and determined the cost per thousand of valuation to be .30 that would be added to the tax rate

Town Taxable value	\$ 2,342,764,034.00
	\$ 2,342,764.03
Total Project Budget	\$ 690,610.29
Annual Cost per 1000	\$ 0.29
Cost on \$250,000. Taxable value	\$ 73.70
BI annual Tax bill	\$ 36.85
Cost on \$500,000. Taxable value	\$ 147.39
BI annual Tax bill	\$ 73.70
Cost on \$850,000 Taxable value	\$ 250.57
BI annual Tax bill	\$ 125.28
Cost per million Taxable value	\$ 2,947.84
BI annual Tax bill	\$ 1,473.92

Figure 40
Tax Rate Effect

Call Department Pay Scale:

In order to keep a vibrant call department one of the key factors is hourly pay rates. Over the past several months the MRI team has seen departments competing for call and full-time staff by increasing the hourly rates. Although pay rates are currently a moving target, the MRI team feels that the Town of Meredith should use an hourly rate survey in making decisions for the next fiscal year. Currently firefighters are making an average low of 20.97 to an average high of \$28.77 per hour.

When a detail is required by Code or by the Authority having Jurisdiction, there should be an established detail rate that is comparable to the Police Officers and paid at a predetermined number of minimum hours. Towns may adopt a processing fee that is added to the detail cost that is passed along to the requesting person or company.

	Firefighter		Lieutenant		Captain		
	Low	High	Low	High	Low	High	
Meredith	\$ 11.41	\$ 17.14	\$ 17.14	\$ 19.66	\$ 19.66	\$ 22.18	\$ 21.54
Area Average	\$ 14.50	\$ 16.50	\$ 16.50	\$ 17.0	\$ 17.50	\$ 18.00	\$ 18.50
							\$ 24.10
							\$ 19.00

Average Figures are from a study done in 2019.

Figure 41
Hourly Pay Rates – Area Averages

In order to be competitive, a pay scale needs to consider living in or around the community. The MRI team has seen many departments needing to extend the living requirements to allow staff to live within a reasonable range to be employed. This often leads to a lack of responders coming back for incidents due to travel time.

Firefighters		Call Firefighter hourly wages as of September 1, 2023						
New Hampton	Start	Fire Fighter 1 - 150						
		No EMS	EMR	EMT-B	AEMT	Medic	CDL add	
	\$ 14.70	\$ 16.20	\$ 17.70	\$ 19.95	\$ 20.70	\$ 21.20	\$	1.75
Meredith	Firefighter - 1							
*** Does not do EMS***	\$ 11.41	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
		\$ 14.56	\$ -	\$ -	\$ -	\$ -	\$	0.65
Moultonborough	Firefighter - 1							
1 Hour minimum	\$ 12.00	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
		\$ 14.50	\$ 14.50	\$ 15.00	\$ 15.50	\$ 16.00	\$	-
Center Harbor	Firefighter - 1							
2 hour minimum	\$ 15.00	No EMS	EMR	EMT-B	AEMT	Medic	CDLadd	
		\$ 16.00	\$ -	\$ 17.00	\$ 18.00	\$ 19.00	\$	1.00
Holderness	Firefighter 1 - 100							
2 hour minimum	\$ 16.00	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
		\$ 18.00	\$ -	\$ 19.00	\$ -	\$ -	\$	-
Average - High - Low								
Average		No EMS	EMR	EMT-B	AEMT	Medic	CDL / Driver Operator	
High		\$ 15.85	\$ 16.10	\$ 17.74	\$ 18.07	\$ 17.11	\$	1.13
Low		\$ 18.00	\$ 17.50	\$ 19.95	\$ 20.70	\$ 21.20	\$	1.75
		\$ 14.50	\$ 14.50	\$ 15.00	\$ 15.50	\$ 16.00	\$	0.65

Figure 42
Hourly pay rates Call Firefighter Certified at Level 1



Call Firefighter hourly wages as of September 1, 2023							
New Hampton	Firefighter 2 - 2.50						
	No EMS	EMR	EMT-B	AEMT	Medic	CDL Add	
	\$ 17.20	\$ 18.70	\$ 20.95	\$ 21.70	\$ 22.20	\$ 1.75	
Meredith							
*** Does not do EMS***	Firefighter 2						
	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
	\$ 15.86	\$ -	\$ -	\$ -	\$ -	\$ 0.64	
Moultonborough							
1 Hour minimum	Firefighter 2						
	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
	\$ 15.50	\$ 15.50	\$ 16.00	\$ 16.50	\$ 16.50	\$ -	
Center Harbor							
2 hour minimum	Firefighter 2						
	No EMS	EMR	EMT-B	AEMT	Medic	CDL add	
	\$ 18.00	\$ -	\$ 19.00	\$ 20.00	\$ 21.00	\$ 1.00	
Add \$1.00 for any 3 certs, Add 1.00 Boat Certification, add \$1.00 lce or water rescue							
Holderness							
2 hour minimum	Firefighter 2 - 2.00						
	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
	\$ 19.00	\$ -	\$ 20.00	\$ -	\$ -	\$ -	
Average - High - Low							
Average	No EMS	EMR	EMT-B	AEMT	Medic	Driver Operator	
Average	\$ 17.11	\$ 17.10	\$ 18.99	\$ 19.40	\$ 19.90	\$ 0.68	
High	\$ 19.00	\$ 18.70	\$ 20.95	\$ 21.70	\$ 22.20		
Low	\$ 15.50	\$ 15.50	\$ 16.00	\$ 16.50	\$ 16.50		

Figure 43
Hourly pay rates Call Firefighter Certified at Level 2

The MRI team has not been able to locate and verify a Call Officer hourly wage study. The rates have no doubt increased in an effort to recruit and retain staffing. There have been more recent studies done on full-time staff but not call staff.

The Town and the department should require physical examinations be conducted following NFPA standards on an annual basis. These exams are crucial to catch and sometimes prevent long term or fatal events that are all too prevalent in the modern-day fire service. It is important these are done by a physician that has the knowledge and equipment to follow the NFPA standard. Following a physical, proper documentation indicating a person can work as a firefighter without restrictions should be provided to the Chief. Any restrictions must be reviewed and accepted for people to continue to function in any department.

RECOMMENDATIONS:

- VII-1 *The Town of Meredith should consider the addition of full-time staffing that will allow daytime coverage on a regular basis year-round and rely on the call department for night coverage.*
- VII-2 *The MFD should require its personnel, and strongly encourage its officers, to obtain a certain level of fire officer certification as a job requirement, such as Fire Officer 2 for Captain, Fire Officer 3 for deputy fire chief, and Fire Officer Level IV for fire chief.*
- VII-3 *The MFD should require that all officers be certified as Incident Safety Officers (ISO). Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.*
- VII-4 *As part of the succession planning process, the Fire Chief should work to implement a professional development program to ensure that all officers can perform their superior's duties, as well as identify the core future leaders of the department.*
- VII-5 *Working with a training officer, more training should be planned, delivered, and documented. In an effort to keep members interested in training, the department should be creative and offer training that is outside the normal programs. Making programs fresh, fun and to some degree competitive may increase the participation of members. If it's the same old training, people will lose interest. Make it so they want to participate and at the same time meet training goals. Training should be conducted as a department and not as companies.*
- VII-6 *The MFD should set a minimum criterion for call members to remain in active status. This criterion should include both minimum training and response to incidents for a determined time period (one year). This criterion should also allow for people to go into an inactive status for a period of time due to approved circumstances. It would be important for inactive-status people to make up any important training prior to being put back on active status.*
- VII-7 *The Fire Chief should expand the MFD social media presence and involve other members of the department in this endeavor. The use of social media, like Facebook and Twitter, are what the younger generation use, and a very active social media account has the opportunity to reach out to this group of people for hiring.*
- VII-8 *Set and publish minimum criteria for active participation and ramifications for not meeting the minimums. A large roster is a false sense of security, and only people with proper training and skills that are dedicated (attend training and incidents) should be active.*

VII-9 *MFD should develop a series of team-based activities that build involvement in the organization, including both Fire and EMS staff as well as other town departments and mutual aid partners.*

VII-10 *All officer positions, from Lieutenant to fire chief, should be filled based upon the person's firefighting/emergency services training, certifications, and experience, commensurate with the position being sought, along with successful completion of a formal, rank appropriate assessment process, and a basic practical skills evaluation.*

VII-11 *The MFD should ensure that all department members are trained/certified to the minimal NIMS level required for their duties/responsibilities and ranks. In addition to the basic I-100/I-700 training mandated; it is MRI's recommendation that all officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.*

VII-12 *Assign a Training Officer to develop a training schedule and to assure all members are being trained with consistency. Training Schedules with subject should be published on a quarterly basis.*

VII-13 *Assign a Department Safety Officer that oversees all safety and safety issues within the department. This person should have the training and experience to conduct this type of evaluation for both Fire and EMS and concentrate on the stations and training as a primary focus and be the lead on incidents if available.*

VII-14 *A guide or probationary manual needs to be developed and given to new staff so there are clear expectations for them to understand. Along with the expectations a mentoring program should be set up assigning new members to a seasoned person to shadow and train with. A training program for new hires should also be developed so that all people are trained to the same department standard.*

VII-15 *The amount of time that is required to complete training programs should be rewarded. Staff should be paid for training. Stipends for making certain benchmarks are another way of compensating staff. Consideration should be given to one-time stipends for completing firefighter 1, firefighter 2, different fire officer levels, and EMS certifications as a way of rewarding people for taking the time and completing programs.*

VII-16 *Update all Job descriptions as needed including requirements to hold a ranking position.*

VII-17 *Establish a detailed rate of pay and a minimum number of hours the detail is paid for.*

VII-18 Update and develop a Mission Statement, Vision Statement and a set of Strategy and Goals.

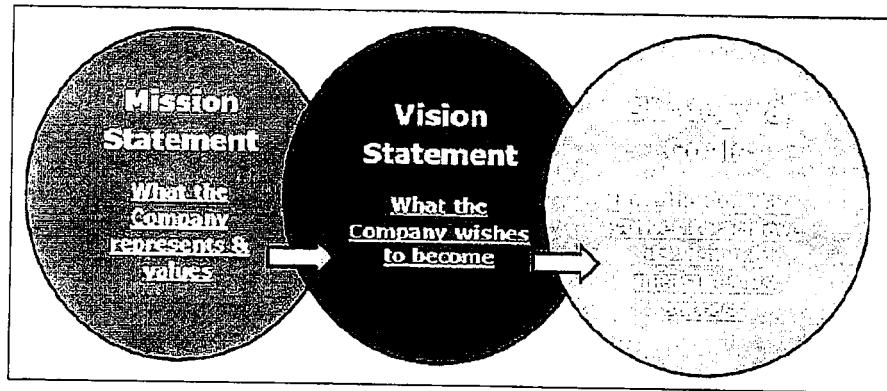


Figure 44
Mission, Vision, and Goals

VII-19 *The Town should mandate and therefore budget for an NFPA physical to be completed by all staff. Currently physicals are only done on initial employment and never again. Some communities have allowed people to have their physicians (when capable and properly equipped) conduct these exams. At the conclusion of the exam the Fire Chief should be given a letter stating the person has been examined and is duly physically and mentally fit to be able to conduct firefighting duties with no restrictions. If chosen the Chief may accept some conditions that allow for people to drive only and not conduct any operations requiring the use of self-contained breathing apparatus.*

VIII: AUTOMATIC AND MUTUAL AID PRACTICES

Meredith Fire gives and receives mutual aid from surrounding towns on an as needed basis. Looking back over a three-year period the department has given mutual aid on an average of 32.3 times a year and has received mutual aid an average of 16 times. In general, automatic, and mutual aid allow for proper staffing on scene for any one of the multi hazards the department may respond to. The chart below is a break- down of each year.

Mutual Aid	2020	2021	2022	Average
Given	34	31	32	32.3
Received	14	18	16	16

Figure 45
Mutual Aid (Give and Take)

It is important to note that Automatic and Mutual Aid is not always guaranteed for several reasons. First is the actual availability of the resource(s) that is requested. For example, during a wind/electric storm, surrounding communities may be dealing with the same type and the same number of calls at the same time. Second is the staffing levels both in the actual numbers as well as qualifications of the staff are lower today than ten years ago. Many departments are having the same staffing issues and concerns as outlined in the document. The bottom line is that automatic aid and mutual aid are needed in every community and the ability to provide a needed resource is not always guaranteed to respond to every request. It is becoming more and more incumbent for communities to properly staff at a safe level to meet the basic needs for an average response to an incident.

Paragraph 4.1, *Fire Suppression Organization* in NFPA 1720¹¹ states, fire suppression operations shall be organized to ensure that the fire department's fire suppression capability includes sufficient personnel, equipment, and other resources to deploy fire suppression resources effectively, efficiently, and safely. Paragraph 4.2.2, *Community Risk Management*, states the number and types of units assigned to respond to a reported incident shall be determined by risk analysis and/or pre-fire planning.

The overall study has seen an increase in providing and receiving mutual aid from other area departments. This is a trend that has been increasing throughout the fire service in the country over the past few years. Most departments are requesting mutual aid sooner due in large part to the low level of staffing levels to allow for safe operations at incident scenes and also due to the larger fire volume and exposure threats that are being found.

¹¹ NFPA 1720, *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations and Special Operations to the Public by Volunteer Fire Departments*, 2014 edition (National Fire Protection Association, Quincy, MA) outlines organization and deployment of operations by volunteer/call, and primarily volunteer/call fire departments.

The operations necessary to successfully extinguish a structure fire, and do so effectively, efficiently, and safely, requires a carefully coordinated, and controlled, plan of action. Every operation, such as venting ahead of the advancing interior hose line(s), must be carried out with a high degree of precision and timing. Multiple operations, frequently where seconds count, such as search and rescue operations and trying to cut off a rapidly advancing fire, must also be conducted simultaneously. If there are not enough personnel on the incident initially to perform all the critical tasks, some will, out of necessity, be delayed. This can result in an increased risk of serious injury, or death, to building occupants and firefighters, and increased property damage.

At the time of this assessment, it appears that most departments do not have any minimum staffing requirements for their apparatus so vehicles can respond with just one or two personnel rather than a much more desirable minimum of three or the recommended four. It is MRI's opinion that most departments, with their current personnel resources, will rarely be able to get either sufficient apparatus or firefighters to the scene of a significant incident without turning to their neighboring departments for assistance. Paragraph 4.7.3 of NFPA 1720 states, the fire department shall be allowed to use established automatic aid or mutual aid agreements to comply with the requirements of Section 4.7, *Sustained Firefighting Operations*. Paragraph 4.3.5, *Staffing and Deployment* states, standard response assignments and procedures, including mutual aid response and mutual aid agreements predetermined by the location and nature of the reported incident, shall regulate the dispatch of companies, response groups, and command officers to fires and other emergency incidents.

It is important that all communities give and receive mutual aid to fires with appropriate staffing of at least 4 qualified personnel, one of which should be an officer.

RECOMMENDATIONS:

VIII-1 *The Department should be receiving and giving automatic mutual aid to all surrounding towns in a coordinated effort to provide at a minimum a dedicated Rapid Intervention Team (RIT).*

VIII-2 *The Department should train at a minimum of 12 members to provide the rapid intervention function as three to four person teams.*

VIII-3: *Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for rural communities, through the utilization of automatic aid agreements with neighboring communities, Fire Departments should consider the adoption of an *Standards of Cover (SOC) with the goal of attempting to have at least 16 personnel on the scene of any reported structure fire within 14 minutes. This should involve at least one mutual aid town for RIT.*

VIII-4: *The Department should make it a priority to improve its first unit on scene response times, including the adoption of a SOC, for the town. The SOC should be based upon a hybrid of the NFPA 1720/1720 and Commission on the Accreditation of Ambulance Services (CAAS) recommendations.*

VIII-5: *The MFD should review standards of cover benchmarks, to have the first unit responding to emergency incidents within one minute of dispatch (staffed station) and have the first unit on scene within eight minutes after responding to all types of calls, 90% of the time.*

* "Standards of Cover" is defined as "those adopted written policies and procedures that determine the distribution, concentration, and reliability of fixed and mobile response forces for fire, emergency medical services, hazardous materials, and other technical responses."

IX: FIRE DISPATCH



Lakes Region Mutual Fire Aid Association

Serving 35 communities throughout the Lakes Region of New Hampshire



Meredith Fire is one of many fire and EMS organizations that belong to the Lakes Region Mutual Aid Association. The staff at the dispatch center are truly one of the first responders to any emergency call. One of the major functions of the Association is to dispatch all calls to its member departments. The Association web site introduces the agency as follows:

"Lakes Region Mutual Fire Aid Association provides uninterrupted emergency dispatch communications for the fire and EMS departments of the Lakes Region in Central New Hampshire. The association has proudly provided these services 24 hours a day, 7 days per week, to the ever-growing population in our 1,500 square mile service area since 1950.

We are a premier organization consisting of 35 communities, the Central NH Hazardous Materials Response Team, and 2 Water Extrication Teams.

The Communications Center is staffed by motivated, highly trained, and skilled Communications Specialists. They have been trained to operate at emergency scenes as Incident Dispatchers as well as cross-trained with Concord Fire Alarm as part of our Operations Continuity Plan. They provide the vital first link between citizens and the towns' resources. Their performance contributes directly to the safety and well-being of the Departments' members and towns residents.

As we move into the 21st century with a state-of-the-art communications center, our vision is to expand our capabilities while still providing quality service to the ever-growing population in the Lakes Region, utilizing the latest technologies in radio communications and interoperability, computer-aided dispatching, and GIS information systems.

The Communications Center is equipped with Orbicom touch-screen dispatching consoles that control 10 transmit-and-receive radio sites. We provide fire and EMS alerting for 35 agencies and our system can easily be expanded to accommodate more agencies. The Center currently operates with Cross Current dispatching CAD software, which provides dispatching information, incident reporting, preplans, water supply sources, run cards, inventory information, and other fire and EMS modules."

The Association has the following Mission Statement:

"Lakes Region Mutual Fire Aid Association recognizes that its primary mission is to serve as the vital link between the citizens and the Fire and Emergency Medical Service agencies within our member communities. We strive to deliver the highest quality telecommunications, training and education, and emergency services coordination for our community partners and the public we serve.

The goal of Lakes Region Mutual Fire Aid Association is to efficiently and effectively dispatch emergency apparatus for the fire and EMS departments of our communities, so they in turn can provide the highest level of service to the residents of the Lakes Region. Additionally, the association also offers a wide variety of extensive training and education to our fire and EMS departments through its Training and Education Division."

The Town of Meredith budget for the services provided by the Lakes Region Mutual Aid Association for the fiscal year 2023 is \$91,034.40. The cost for services provided by the Association is calculated utilizing an assessment system that consists of the following factors:

Fixed Cost = 10% Assessment of the total budget. Each community pays the same amount.

Valuation Factor = 40% of the budget is calculated using community property valuation.

Population Factor = 50% of the budget is calculated using a community's population.

The intent of the system used to calculate each community's cost is based on all the factors listed above and each community pays according to these factors and therefore each pays a different amount.

There are many advantages to being part of the Lakes Region fire dispatch. The biggest advantage is the seamless link between Meredith Fire and all the Mutual Aid resources that the town uses daily as well as a well-built plan that goes above and beyond any normal incident the community has and provides apparatus, staffing, and resources as required.



Figure 46
911 Logo

NOTE: This chapter was informational only as such, there are no recommendations for this section.

X: EMS SERVICES



Figure 47
Stewart's Patch

Emergency Medical Services in the Town of Meredith is solely provided by Stewarts Ambulance Service Inc, also referred to in the Lakes Region as Meredith EMS. Stewarts is based at 20 Foundry Avenue in Meredith and is part of the Lakes Region Mutual Aid Dispatch center. EMS services are provided under a contract that is shared with the towns of Moultonborough, Center Harbor, and Sandwich.

The chart below is divided into three categories of incidents that show the volume of incidents within the Town of Meredith has increased each year for the past three years.

	Total number of incidents		
	All Inclusive	Less Fire	Mutual Aid
	See note 1	See note 2	See note 3
2020	1117	1023	55
2021	1238	1146	77
2022	1365	1257	40

Note 1	All inclusive reflects all responses within the Town of Meredith.
Note 2	Call that were not EMS primary but dispatched as a precaution.
Note 3	Mutual aid to towns that are not part of EMS contract with Stewarts. (Moultonborough, Center Harbor, Sandwich)

Figure 48
EMS Call volume

Stewarts Ambulance has provided a well-run EMS system for the communities it contracts with for many years. Like many other professions, EMS is also finding it harder to find good quality staff at the basic and Paramedic level of providers. With the increase in medical emergencies and the ability to handle the calls within the response area often communities are using fire-based EMS units to cover the back-to-back simultaneous calls. Having to rely on mutual aid that is responding from a distance in the current response model to Meredith is causing a delay in assessment and on-scene treatment of people who are sick or injured. Currently Meredith Fire provides no first response to any medical call even if you drive to the fire station.

In addition, the firefighters responding to a motor vehicle accident are not able to provide EMS as the department does not have a license from the state to do so. In many of the communities in the Lakes Region the fire departments are responding to evaluate and treat people while the ambulance that will transport is responding. The MRI team feels that with the addition of full-time staff the fire department should respond to a higher level of calls or, for when there will be a long delay in getting an ambulance to the scene. It is in the best interest of the patient to provide a given level of evaluation and treatment as quickly as reasonably possible. It is important to note that with the addition of full-time staff as proposed in this document it does not provide enough staffing to provide a transport ambulance service, it is strictly for first response triage and treatment only. The MRI team suggests that calls that 911 has determined to be a "Charlie, Delta or Echo" level call should have a fire response. Any calls where Stewarts Ambulance requires additional help in lifting or treating will continue to be answered by the fire department as it is today.

Code	Level of Response
Alpha	Low priority
Bravo	Mid Priority
Charlie	Possible Life Threatening
Delta	Full Cardiac Arrest or Imminent Death
Omega	Lowest Priority

Figure 49
Dispatch Priority Codes

A further breakdown of the thirty-six call types that are used in the EMD (Emergency Medical Dispatch) protocols is attached in **Appendix B** of this document.

RECOMMENDATIONS:

- X-1 *The current use of certified EMT's in the department should be explored and potentially expanded, to not only use the skills they have, but to help provide a quick response to EMS calls with higher acuity levels in harmony with Stewarts (Meredith EMS). For certain high level calls the department EMS providers can often be on scene quicker and begin to evaluate and treat a patient sooner. This will require the department to purchase some EMS diagnostic and treatment equipment in order to provide this level of service. The department will also be required to be licensed as a non-transport EMS provider to ensure proper quality control and most important treatment protocols and proper documentation. This will be a valuable asset to the residents as the trend for EMS calls is rising and the double call (simultaneous or back-to-back) are becoming more common.*
- X-2 *The Department should obtain a NON transport EMS license from the State to assure compliance for all medical treatment and documentation done by its staff. Without the NON transport EMS license, the MFD staff cannot provide any assistance to walk-in or drive-up medical care requests at the fire station. There is a public perception that the fire station is a place to stop at and receive medical care. The Meredith fire station is in a prime location and the staff stated there have been many times they have had to stand there and do nothing while waiting for Stewarts Ambulance to arrive. This needs to be addressed.*
- X-3 *Working with the staff at Stewarts Ambulance, the department should have its members trained and certified in CPR and AED use as well as becoming familiar with the Ambulance equipment and the operations of that equipment.*
- X-4 *Working with mutual aid towns, explore the options of a fire-based transport system in FY28 for the possibility of going online in FY29.*

XI: GRANTS

There are several federal and private grants available for fire departments and communities to consider for supplementing their budgets. If successful in receiving a grant award, most departments can acquire equipment, training, and programs that they would not be able to achieve through the normal budget process. Though the process can be difficult, and time consuming, the outcomes can be very beneficial to the Fire Department.

While the economic challenges of the last decade have had an impact on grants from private entities and foundations, fortunately, the federal grant programs targeted to the fire service, the Assistance to Fire Firefighters Grants for equipment (AFG), the Staffing for Adequate Fire and Emergency Response Grants (SAFER) for personnel, and the Fire Prevention and Safety Grants (FP&S) for fire prevention and public fire education programs, continue to be funded, although not anywhere near their authorized levels.

The AFG program provides financial assistance directly to fire departments to enhance their capabilities with respect to fire and fire-related hazards. The AFG supports fire departments that lack the tools and resources necessary to more effectively protect the life and safety of the public, and their emergency response personnel with respect to fire and all other hazards. Since 2001, AFG has helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources, needed to protect the public, and emergency personnel, from fire and related hazards.



Figure 50
AFG Logo



Figure 51
SAFER

The goal of the SAFER grants is to enhance the Fire Departments' ability to comply with staffing, response, and operational standards, established by NFPA and OSHA (NFPA 1720 and OSHA 1910.134). Specifically, SAFER funds assist the Fire Department to increase their staffing and deployment capabilities in order to respond to emergencies whenever they may occur. SAFER grants are awarded to departments for both hiring of career personnel, and recruitment and retention of volunteer/call personnel. However, a department cannot apply for both categories of grant in the same year.

Fire Prevention and Safety Grants support projects that enhance the safety of the public and firefighters from fire and related hazards. The primary goal is to target high-risk populations and mitigate high incidences of death and injury.

There are several other grants available to fire departments for various purposes. Some grants that may be available to departments are the Fireman's Fund Heritage Grants, Factory Mutual grants for fire investigation, and Wal-Mart community grants. Other large chains, such as Home Depot and Lowes, are frequently willing to provide funding, and/or enter into partnerships for specific projects. The key to success at this level is finding grants for which the department may be eligible, and, ensuring that the application is tailored to the grant program's priorities.

Like most fire departments, the experience within the study area indicates that departments have had a limited record of success regarding grants they have applied for. One of the shortcomings in the AFG program is that departments which submit grant applications that are ultimately not successful are notified of that fact, however, they are not informed as to why. Typically, only about 8% of all grant applications submitted are approved and funded. Nearly 50% of the applications fail to make it past the initial computer review where statistical aspects of the application are reviewed to determine their compatibility with the established grant criterion/ priorities.

RECOMMENDATIONS

- XI-1: The Town should apply for a SAFER grant to begin to build out the full-time staff to support all fire and EMS operations.***
- XI-2: Although time-consuming to accomplish, the department should apply for funds for eligible items on the AFG grants. Grant awards will help free up town dollars that can be used for other fire department items that are not grant eligible.***
- XI-3: Once the Department has appropriate staffing, the Town and the department should be looking to the State, Insurance companies, and other private organizations that have grant opportunities.***

XII: LOOKING FORWARD

Looking ahead, the Town of Meredith will continue to experience an increase in growth and development, as seen with the number of building permits issued and new construction beginning. While this development will have a definitive impact on the Town's emergency services, the exact amount is difficult to predict quantitatively and accurately. Increased development of any type will mean an increase in the number of people living, working, and traveling within the area. Each of these will reasonably be expected to result in an increased number of requests for services from the Fire Department. They can also impact response times through increased traffic and congestion.

It is likely, the most significant increase in requests for emergency services will be emergency medical service (EMS) related. More people simply increase the number of medical emergencies that occur. It would not be unreasonable to expect that the increase in EMS incidents would be proportional to the increase in population. Although several demographic factors ultimately impact the volume of requests for EMS service, it could reasonably be anticipated that an increase in population, along with potential increases in employment from any significant commercial development, would translate into an increase in EMS incidents. While Meredith Fire does not currently provide emergency medical services it is limiting the skills of the department members in providing the care when needed which translates to a disservice to the residents and visitors to the Town of Meredith.

As part of the review of the current and future operations of the department, the idea of the department providing an ambulance service on its own was investigated. It was determined that even with adding the staff as recommended by this study, Meredith Fire is currently not able to provide a full ambulance service along with the current fire and EMS response that it provides today. If the Community decides to increase the full-time response level as recommended, the idea of providing a fire-based EMS transport service should be investigated in 3 to 5 years with the expectation that the staffing levels may need to increase again at that time. Should the town, in the future, decide to provide EMS transport services it will be important to increase staffing to maintain a reasonable in-town response crew. The average turnaround time for an ambulance to respond to a call, transport to the hospital, transfer the patient, and assure the ambulance is clean and decontaminated, is 60 to 90 minutes for destinations like Laconia and even longer times for patients needing transport direct to Concord Hospital in Concord.

Meredith Fire, like many smaller Town Fire Departments, is at a crossroads. For decades the Meredith Fire Department has used the dedication and service of volunteers and call

firefighters. Many of the day-to-day activities (emergency responses, fire inspections, permits, reports, checking apparatus, cleaning the station and equipment) required of the Department would be completed when personnel had time to complete them. Volunteer personnel often worked in town and could leave their place of employment to complete fire service tasks or respond to emergencies.

Today, the expanded role that Meredith Fire plays in the community, coupled with decreasing member availability, often results in a shortage of available responders. Consequently, it is not unusual to have a limited number of first responders in the Town of Meredith during the weekday, daytime hours. This shortage of human resources is the most prominent issue that will face the town in the coming years. A theme revealed through interviews found that member's ability to allocate time to the Fire Department was becoming more difficult. The Covid-19 pandemic has further complicated this issue as personnel navigate through this unique public health crisis and some of the effects are still being seen today.

Another important point related to having sufficient personnel to respond to emergencies is that the public assumes when they see a fire apparatus responding to an emergency, that there is a full crew of four firefighters on an engine or ladder. The reality is that the greater majority of time, it is a driver only or a driver and another firefighter that staff this apparatus. Often times, there is a significant delay in getting enough manpower to fight a fire and to meet the minimum number of firefighters on scene to comply with both the OSHA "Two In and Two Out" Standard, and NFPA 1720, which is the standard for the organization and deployment of fire suppression operations by on-call and volunteer fire departments.

Meredith Fire has expressed a goal to retain a strong and viable on-call firefighting force. **Meredith Fire should now become a combination department, where career staff are the primary responders during the day and the Call firefighters at night.** However, to meet service expectations, it is necessary to introduce a different staffing model that will provide consistency in service delivered to the public. This will take a commitment from the community, and strong leadership in the Fire Department.

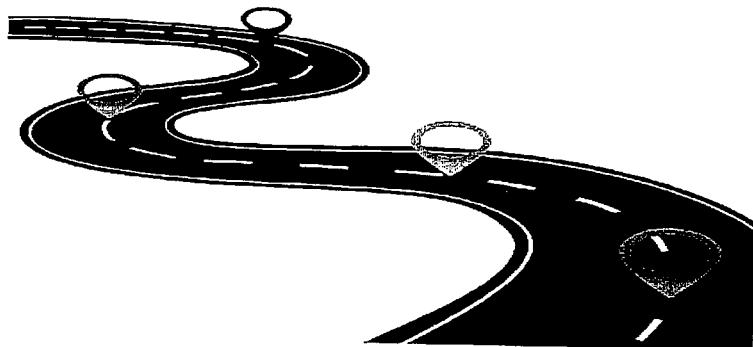
The National Volunteer Fire Council (NVFC) www.nvfc.org issued a fact sheet <https://www.nvfc.org/wp-content/uploads/2019/04/NVFC-Fact-Sheet-2019.pdf> that provides the current status of today's Volunteer Firefighter statistics.

Among other things, the fact sheet highlights that the ranks of volunteer/call firefighters nationwide are declining, due at least in part, to an increasing demand for services. Various other factors are also prevalent in the reduction in the number of volunteer and on-call firefighters in

communities such as Meredith. Among them is that the demographics of many communities today do not support a sufficient number of the type of people who are attracted to the fire service in the 21st century; someone with time to dedicate to public service or a young person who wants to make a career of it. It has been stated that on average, for every five on-call firefighters recruited, two will remain active after a period of 48 months has elapsed.

A number of fire departments throughout New England are adapting to this growing problem by adding full-time firefighters to fill the gaps that develop when the majority of on-call personnel are not available. This staffing transition supports the delivery of a timely response, during the day and night, when call members are least available.

XIII: MAPPING OUT THE FUTURE



"A Road Map to Success with proper timing and funding"

Figure 52
Mapping out the future

The MRI project team found that there was a common thread to many of the department's needs, concerns, and desires. Based on all the information analysis, and discussion MRI proposed over 45 recommendations for consideration for today and the future.

It is important to keep in mind that the recommendations made are in no particular order and are not based on the success of the ones before it. The project team has tried to allow the community to be able to implement the ideas that work best for them and then to take incremental steps to move toward success. Ultimately, it is up to the community and the area as a whole to decide what works best for them and what level of service/fire protection they wish to have.

Regionalization of the fire service is a term that many people are afraid to consider, as there is a thought that the local resources (fire apparatus, fire station and firefighters) will go away, and that the local authority will be diminished. There have been several regionalization discussions that have gone nowhere, and some that have been highly successful. There is also a strong thought that regionalization will cost a community less than they are currently paying and they will get more. Although regionalizing will indeed no doubt create an economy of scale, that can be the foundation of efficient services, it still will come with a cost. In the long term, 10-plus years, there may be an indicator of cost savings or in some areas the development of a revenue stream to offset the overall costs.

To begin the process, all stakeholders in the town, including the Fire Chief, Town Manager, and the Board of Selectmen should take the time to thoroughly read and understand the information provided within this report. This group should then sit down as an informal group and discuss the

many options they have moving forward. It is MRI's hope that this discussion will lead to a basic plan where the community can decide the future of both fire and EMS within the Community.

It is suggested that each of the recommendations be considered individually; then put into a priority that the group decides will work best. To build the collaboration, it is further recommended that the no cost items be pursued initially, and then after establishing a track record of success, move forward with items that will require cost.

Any and all changes to current operations should be properly evaluated after being made and if necessary adjusted. It is generally an accepted practice to do an evaluation in a minimum of 30 day increments and a final in one year. Who does the evaluation and what the benchmarks are should be outlined from the onset.

Looking ahead, the Community and the Fire Department should use this report to further define the most critical issues and service gaps facing the fire and EMS services. These service gaps and critical issues will then be utilized as the framework for establishing the priority for implementation of goals and recommendations in this strategic planning document. Based on the report, the project team believes Meredith has a strong potential to continue to create a robust level of service that has come to be expected by its residents. However, to be effective, the community will need to commit to this collaboration and agree to work together to meet future service expectations and provide a high level of operational safety.

SEVEN MOST SIGNIFICANT CHALLENGES FACING FIRE and EMS SERVICES IN MEREDITH

Based upon the findings and analysis of the team, the most significant challenges facing the participating fire services are:

1. Rapidly diminishing staffing pool for fire and EMS operations, part of a nationwide trend. The cost associated with addressing this issue will be the biggest challenge ahead for all the internal and external stakeholders.
2. Emerging generational differences often produce a lack of understanding on both sides.
3. The time commitment required for certifications and continued training.
4. Tapping into the high school aged students and the ability to market the fire service.
5. Elongated response times based on a lack of available personnel, requiring mutual aid for even basic operations.
6. The skill set required in today's high-tech environment will need to be adapted to.
7. The need to train in a new work force prior to the active members aging out.

IMPLICATIONS OF NOT TAKING ACTION

The challenges that are facing the fire and EMS services in all of the departments in and around the study has sometimes been referred to as, "***a crisis without evidence***". The MRI project team heard this multiple times. But make no mistake, there is a crisis that is slowly building, and has been for a considerable period of time. The reason that many stakeholders – municipal leaders and the public – do not see "evidence" is the long tradition in both the fire and EMS services of "getting the job done". It has long been known that when people have a problem they don't know how to deal with, they call the fire department because two things are certain when they do: 1) the fire department will come, and 2) they will figure out how to deal with the problem or find someone that can/will. Despite robust rosters, decreasing participation translates to longer response times and having fewer appropriately trained personnel on the incident scene.

Looking ahead, the implications of not acting will be quite simple: service levels will begin to diminish, some companies and EMS agencies may fold under financial pressures, and fewer and fewer (most likely) aging members will be trying to respond to an ever-increasing number of requests for service.

In the end, **ALL** the various stakeholders need to engage in open, frank, and honest dialogues regarding the fire and first response EMS delivery systems. There will need to be increased funding allocated or funding can be re-appropriated. Priority should be given to innovative solutions to the recruitment and retention of on-call personnel which will have costs associated with it but will be money wisely invested. Even with success, the reality is that the fire and first response EMS services in the area are going to evolve into more of a combination system with the need for an increasing number of career personnel to supplement on-call personnel. This too will come with an increased cost. However, this cost will be reasonable, and be money well invested, to help support what remains, a quality fire and first response EMS delivery system.

It has been said that a Fire Department can have all the best equipment and facilities, but they are useless without a well-trained workforce to use them. Meredith has a very dedicated group of staff in the fire department who are proud to serve. The Community has had the great fortune of having Chief Jones as the leader in Fire - EMS and Emergency Management for many years. Chief Jones's ability to maintain a vibrant call firefighter force has been admired by many people in New England and beyond. Times are changing and with some encouragement and support, the Chief will be able to continue to lead emergency services into the future. The Chief has, and always will have the life and safety of the residents of Meredith be his number one priority.

XIV: CONCLUSIONS AND IMPLEMENTING CHANGE

Based upon the analysis of the current day operations of the fire department and EMS, the MRI project team has found the fire department to be operating well, but the organization is struggling to provide a consistent proper level of response. The Department is well respected in the area and has been and is continuing to be a leader in retaining a call department model that is working. During their time speaking with people for this project, the project team heard how much the department does for the Communities and how much they are appreciated.

Having a sense of common vision is important in any organization to ensure that the organization and its personnel are moving in unison toward a common goal(s). Having a common vision is not only about making sure that all parties are aware that they are in the same boat and rowing, but even more importantly, that they are rowing in the same direction. The impact of not sharing a common vision between the fire and EMS services will be very noticeable in the quality and quantity of work performed, but also in the spirit and passion that the work of the organization has accomplished. A common vision shared with the membership will create passion and results. A vision without strategy is an illusion.

The Fire Department lacks any type of long-range or strategic plan that charts its projected path to the future. A mission statement, if carefully developed and truly accurate, should provide the very foundation for the departments and why it exists. The mission statement should provide a broad direction that everything else that the department does is going to be built upon. The fire department also does not currently have any formal vision statement, nor has it developed any core values that will help to drive the organization forward. It would be important that there is a single set of statements that is inclusive all of fire and EMS functions as a single department.

Looking ahead, the fire department possesses some definitive positive attributes, most notably the dedication of its core membership and the community leadership within each group. This shows there is a strong foundation upon which to build.

However, the departments are also facing serious challenges both today and looking toward the future. There are senior staff people who will be retiring and there is a lack of good solid experienced people coming in to fill the voids as they are created. Nationwide the workforce since COVID-19 began is dropping and fewer people are taking the challenges of becoming a firefighter and/or emergency medical responders and we are seeing more and more people leaving their jobs after just a couple of years. The sense of pride and commitment to these professions is also decreasing. Newer people tend to come in the door, they work their assigned shifts and do not wish to go above and beyond.

The culture of the fire and EMS services is very resistant to change. This is not something new and certainly not just within the Town of Meredith. Whatever changes are made to the

departments they need to be implemented at a reasonable pace and most importantly communicated to all members ahead of time.

In conclusion, the missions performed by the public safety departments are some of the most basic and fundamental functions of government; to ensure the safety and protection of its residents and visitors. The real issue facing the town, as it is for every community, is to determine an acceptable level of risk and then define an appropriate level of service for the community. There is no "right" amount of fire protection or first response EMS delivery in any community. It is a constantly changing level based upon the expressed needs of the community. Determining the appropriate level of service also involves deciding upon the municipalities' fiscal ability, and willingness, to pay for the desired level of service. These are decisions that the citizens of the town and the board of selectmen will ultimately need to make.

It is important that the town continue to support the department and help meet the needs in staffing and equipment so they may continue to protect and serve when they are called to do so. The town is very fortunate to have a great core of dedicated members in its Fire and EMS Department. With some strong work, the Chief and the officer core can lead the department members forward toward a common set of goals, while navigating through the cultural parameters of the past.

XV: COMBINED RECOMMENDATIONS

- III-1 The Department should create a working group to review, update, add and publish all Standard Operating Procedures (SOPs) to its employees. A process for acknowledging these SOP's should be developed for each employee to sign or initial. This document should be considered a living document and reviewed and changed as needed on a regular basis.*
- III-2 The Department should review and update Rules and Regulations and should publish these for the employees to have.*
- III-3 The Department should develop a set of goals and objectives for the next year as well as long term goals looking 5 years out and review that annually.*
- III-4 The MFD should review and or develop a mission, values and slogan that reflects the department and should use these as a basis to educate the Community.*
- III-5 Create a work group to develop preplans for structures within the community. As part of this group's mission they should be collecting information for structure files that are shared with the CAD and RMS systems.*
- IV-1 The MFD should conduct a thorough Community Risk Assessment and use the assessment as a tool to move the department into the future. Over the next year, a plan should be developed to utilize strengths to pursue opportunities and address weaknesses while mitigating threats. This should be an ongoing process that has member involvement and is moved forward by the officer core.*
- IV-2 The MFD should review the latest ISO evaluation and strive to improve on staffing (as outlined in this document), Training and proper documentation (following ISO minimum hours and subjects), as well as work with water division to conduct and document water supply inspection and flow testing. All of these combined should move the community back to a better classification which in turn will affect fire insurance rates.*

Stations:

- V-1 Downtown station - older three bay (small equipment) apparatus floor drainage needs attention. The sloping of the floor to the drains appears to be off.*
- V-2 Center Station- Floor drains are a tripping hazard and need to be addressed.*

- V-3 *Center Station- A backup emergency generator should be installed and wired for automatic power switchover during a power failure.*
- V-4 *The town should consider making accommodations at this station for future use and needs. Items such as dormitories, kitchen, office, and dayroom areas that could be used during long-term emergencies and or for housing the student interns in the future should be made.*

Apparatus:

- V-4 *Replace Forestry 2, which was placed out of service last year due to safety concerns. This vehicle was run out of the Center Station and was used not only for outside fires but also as a tow vehicle for the trailers for the boat and trailers for equipment. The size of the community and the makeup of the land in and around Meredith should have two small 4-wheel drive vehicles that can go off-road and carry the needed equipment for fires.*
- V-5 *A 20-year capital plan should be developed and updated on an annual basis.*
- V-6 *Boat 1 is a critical piece of equipment to be able to respond to medicals and fire on Lake Winnipesaukee and the islands. This boat should be replaced in the next few years and be maintained as the primary boat for the "Big Lake". An evaluation of the current boat should be made at the time a new boat is put into service and if possible be maintained at a separate marina as a second line boat.*
- V-7 *Engine 1 is beginning to show signs of rust and will need to be closely monitored and removed from service if and when it becomes a safety issue.*
- V-8 *Based on the current cost of large capital items for the fire department the town should consider increasing the annual reserve fund to \$250,000.00. The increased cost of apparatus will eventually outrun the reserve fund.*
- VII-1 *The Town of Meredith should consider the addition of full-time staffing that will allow daytime coverage on a regular basis year-round and rely on the call department for night coverage.*
- VII-2 *The MFD should require its personnel, and strongly encourage its officers, to obtain a certain level of fire officer certification as a job requirement, such as Fire Officer 2 for Captain, Fire Officer 3 for deputy fire chief, and Fire Officer Level IV for fire chief.*

VII-3 *The MFD should require that all officers be certified as Incident Safety Officers (ISO). Additional personnel who may be interested should be encouraged to take this training and obtain this important firefighter safety certification.*

VII-4 *As part of the succession planning process, the Fire Chief should work to implement a professional development program to ensure that all officers can perform their superior's duties, as well as identify the core future leaders of the department.*

VII-5 *Working with a training officer, more training should be planned, delivered, and documented. In an effort to keep members interested in training, the department should be creative and offer training that is outside the normal programs. Making programs fresh, fun, and to some degree competitive may increase the participation of members. If it's the same old training, people will lose interest. Make it so they want to participate and at the same time meet training goals. Training should be conducted as a department and not as companies.*

VII-6 *The MFD should set a minimum criterion for call members to remain in active status. This criterion should include both minimum training and response to incidents for a determined time period (one year). This criterion should also allow for people to go into an inactive status for a period of time due to approved circumstances. It would be important for inactive-status people to make up any important training prior to being put back on active status.*

VII-7 *The Fire Chief should expand the MFD social media presence and involve other members of the department in this endeavor. The use of social media, like Facebook and Twitter, are what the younger generation use, and a very active social media account has the opportunity to reach out to this group of people for hiring.*

VII-8 *Set and publish minimum criteria for active participation and ramifications for not meeting the minimums. A large roster is a false sense of security, and only people with proper training and skills that are dedicated (attend training and incidents) should be active.*

VII-9 *MFD should develop a series of team-based activities that build involvement in the organization, including both Fire and EMS staff as well as other town departments and mutual aid partners.*

VII-10 *All officer positions, from Lieutenant to fire chief, should be filled based upon the person's firefighting/emergency services training, certifications, and experience, commensurate with the position being sought, along with successful completion of a formal, rank appropriate assessment process, and a basic practical skills evaluation.*

VII-11 *The MFD should ensure that all department members are trained/certified to the minimal NIMS level required for their duties/responsibilities and ranks. In addition to the basic I-100/I-700 training mandated; it is MRI's recommendation that all officers should be trained to the ICS-300 level. All chief level officers should be trained to the ICS-400 level.*

VII-12 *Assign a Training Officer to develop a training schedule and to assure all members are being trained with consistency. Training Schedule with subject should be published on a quarterly basis.*

VII-13 *Assign a Department Safety Officer that oversees all safety and safety issues within the department. This person should have the training and experience to conduct this type of evaluation for both Fire and EMS and concentrate on the stations and training as a primary focus and be the lead on incidents if available.*

VII-14 *A guide or probationary manual needs to be developed and given to new staff so there is clear expectations for them to understand. Along with the expectations a mentoring program should be set up assigning new members to a seasoned person to shadow and train with. A training program for new hires should also be developed so that all people are trained to the same department standard.*

VII-15 *The amount of time that is required to complete training programs should be rewarded. Staff should be paid for training. Stipends for making certain benchmarks are another way of compensating staff. Consideration should be given to giving one-time stipends for completing firefighter 1, firefighter 2, different fire officer levels, and EMS certifications are a way of rewarding people for taking the time and completing programs.*

VII-16 *Update all Job descriptions as needed including requirements to hold a ranking position.*

VII-17 *Establish a detail rate of pay and a minimum number of hours the detail is paid for.*

VII-18 *Update and develop a Mission Statement, Vision Statement and a set of Strategy and Goals.*

VII-19 *The Town should mandate and therefore budget for an NFPA physical to be completed by all staff. Currently physicals are only done on initial employment and never again. Some communities have allowed people to have their physicians (when capable and*

properly equipped) conduct these exams. At the conclusion of the exam the Fire Chief should be given a letter stating the person has been examined and is duly physically and mentally fit to be able to conduct firefighting duties with no restrictions. If chosen the Chief may except some conditions that allow for people to drive only and not do conduct any operations requiring the use of self-contained breathing apparatus.

- VIII-1** *The Department should be receiving and giving automatic mutual aid to all surrounding towns in a coordinated effort to provide at a minimum a dedicated Rapid Intervention Team (RIT).*
- VIII-2** *The Department should train at a minimum of 12 members to provide the rapid intervention function as a three to four person teams.*
- VIII-3:** *Although more stringent than the requirements found in Table 4.3.2 of NFPA 1720 for rural communities, through the utilization of automatic aid agreements with neighboring communities, Fire Departments should consider the adoption of an *Standards of Cover (SOC) with the goal of attempting to have at least 16 personnel on the scene of any reported structure fire within 14 minutes. This should involve at least one mutual aid town for RIT.*
- VIII-4:** *The Department should make it a priority to improve its first unit on scene response times, including the adoption of a SOC for the town. The SOC should be based upon a hybrid of the NFPA 1720/1720 and Commission on the Accreditation of Ambulance Services (CAAS) recommendations.*
- VIII-5:** *The MFD should review standards of cover benchmarks, to have the first unit responding to emergency incidents within one minute of dispatch (staffed station) and have the first unit on scene within eight minutes after responding to all types of calls, 90% of the time.*
- X-1** *The current use of certified EMT's on the department should be explored and potentially expanded, to not only use the skills they have, but to help provide a quick response to EMS calls with higher acuity levels in harmony with Stewarts (Meredith EMS). For certain high level calls the department EMS providers can often be on scene quicker and begin to evaluate and treat a patient sooner. This will require the department to purchase some EMS diagnostic and treatment equipment in order to provide this level of service. The department will also be required to be licensed as a non- transport EMS provider to ensure proper quality control and most important treatment protocols and proper documentation. This will be a valuable asset to the*

residents as the trend for EMS calls is rising and the double call (simultaneous or back-to-back) are becoming more common.

- X-2 *The Department should obtain a NON transport EMS license from the State to assure compliance for all medical treatment and documentation done by its staff. Without the NON transport EMS license, the MFD staff cannot provide any assistance to walk-in or drive-up medical care requests at the fire station. There is a public perception that the fire station is a place to stop at and receive medical care. The Meredith fire station is in a prime location and the staff stated there have been many times they have had to stand there and do nothing while waiting for Stewarts Ambulance to arrive. This needs to be addressed.*
- X-3 *Working with the staff at Stewarts Ambulance the department should have its members trained and certified in CPR and AED use as well as becoming familiar with the Ambulance equipment and the operations of that equipment.*
- X-4 *Working with mutual aid towns, explore the options of a fire-based transport system in FY28 for the possibility of going online in FY29.*
- XI-1: *The Town should apply for a SAFER grant to begin to build out the full-time staff to support all fire and EMS operations.*
- XI-2: *Although time consuming to accomplish, the department should apply for funds for Eligible items on the AFG grants. Grant awards will help free up town dollars that can be used for other fire department items that are not grant eligible.*
- XI-3: *Once the Department has appropriate staffing, the Town and the department should be looking to the State, Insurance companies and other private organizations that have grant opportunities.*

XVI: APPENDIX

A – Proposed Staffing Budget Breakdown

Fire Department	Regular Wages and Holiday	Hourly Rate	Bi-Weekly	Weeks 26	NHRS - GRP I 0.1353	NHRS-Grp II 0.3035	FICA 0.062	Medicare 0.0145
New Officers (2) - Work a 42 hour week	\$ 28.00	\$ 4,704.00	\$ 122,304.00		\$ 37,119.26		0	\$ 1,773.41
New FT (4) - Work a 42 hour week	\$ 26.50	\$ 8,904.00	\$ 231,504.00		\$ 70,261.46		0	\$ 3,356.81
FF - Fire Prevention - Work a 40 hour week	\$ 31.00	\$ 2,480.00	\$ 64,480.00		\$ 19,569.68		0	\$ 934.96
Office Clerk - Work a 28 hour week	\$ 24.00	\$ 1,344.00	\$ 34,944.00		\$ 6,754.18	\$ 2,166.53	\$ 506.69	
Holiday Pay (11 per year)	\$ 82.00	\$ 10,824.00	\$ 10,824.00		\$ 3,285.08			\$ 156.95
			Total Wages	\$ 464,056.00				
			NHRS Grp I		\$ 4,727.92			
			NHRS Grp II		\$ 130,235.49			
			FICA				\$ 2,166.53	
			Medicare					\$ 6,728.81
<hr/>								
OVERTIME- Request @ 15% of Base								
\$ 418,288.00			Total Overtime	\$ 62,743.20				
			NHRS Grp II		\$ 19,042.56			
			FICA				\$ -	
			Medicare					\$ 909.78
<hr/>								
Total NHRS GRP 1								
\$ 4,727.92								
Total NHRS Grp II								
\$ 149,278.05								
Total FICA								
\$ 2,166.53								
Total Medicare								
\$ 7,638.59								
<hr/>								
Benefits								
Health Insurance								
Town Cost \$180.78/WK								
\$ 65,803.92								
Dental Insurance								
Town Cost \$ 26.57/WK								
\$ 9,671.48								
Life Insurance								
Town Cost N/A								
0								
<hr/>								
Total Benefits								
\$ 75,475.40								

B- EMD Codes

Code - Type Call

- 1 Abdominal Pain / Problem
- 2 Allergies (Reactions) / Envenomation's (Stings, Bites)
- 3 Animal Bites / Attacks
- 4 Assault / Sexual Assault / Stun Gun
- 5 Back Pain (Non-Traumatic or Non-Recent Trauma)
- 6 Breathing Problems
- 7 Burns (Scalds) / Explosion (Blast)
- 8 Carbon Monoxide / Inhalation / Haz Mat / CBRN
- 9 Cardiac or Respiratory Arrest / Death
- 10 Chest Pain / Chest Discomfort (Non-Traumatic)
- 11 Choking
- 12 Convulsions / Seizures
- 13 Diabetic Problems
- 14 Drowning / Near Drowning / Diving / SCUBA Accident
- 15 Electrocution / Lightning
- 16 Eye Problems / Injuries
- 17 Falls
- 18 Headache
- 19 Heart Problems / AICD
- 20 Heat / Cold Exposure
- 21 Hemorrhage / Lacerations
- 22 Inaccessible Incident / Other Entrapments (Non-traffic)
- 23 Overdose / Poisoning (Ingestion)

- 24 Pregnancy / Childbirth / Miscarriage
- 25 Psychiatric / Abnormal Behavior / Suicide Attempt
- 26 Sick Person (Specific Diagnosis)
- 27 Stab / Gunshot / Penetrating Trauma
- 28 Stroke (CVA) / Transient Ischemic Attack (TIA)
- 29 Traffic / Transportation Incidents
- 30 Traumatic Injuries (Specific)
- 31 Unconscious / Fainting (Near)
- 32 Unknown Problems (Person Down)
- 33 Transfer / Interfacility / Palliative Care
- 34 Automatic Crash Notification
- 36 Pandemic/Epidemic/Outbreak

Response level

Alpha Response=Code 1--Low Priority

Charlie Response=Code 3--Possibly Life Threatening

Delta Response=Code 3--Life Threatening

Echo Response=Code 3--Full Arrest or Imminent Death

Omega Response=Code 1--Lowest Priority

XIV: TEAM PROFILES

Director of Fire Services

Brian P. Duggan, Director Fire Services Group, retired from the Fire Department in Northampton, Massachusetts, where he instituted substantial changes to modernize and restructure the entire department including equipment, facilities, personnel, and training. In conjunction with his staff, Brian integrated Emergency Medical Services (EMS) into the organization and created a regional Advanced Life Support (ALS) Program that currently serves 18 communities within the Northampton Area. He formerly commanded the Northborough, Massachusetts, Fire Department, and has significant experience with the Massachusetts Department of Fire Services where over three decades, he held several key positions. Following his retirement, Brian has continued his active fire service involvement by serving as both a volunteer chief fire officer and through continuing to develop training and certification programs as a program Coordinator for the Massachusetts Department of Fire Services.

Mr. Duggan developed and directed the Graduate and Undergraduate Fire Science Programs at Anna Maria College in Paxton Massachusetts from 1995 - 2003. Mr. Duggan has a Business Management/Fire Science degree from Providence College and a Master's Degree of Business Administration (MBA) from Nichols College in Dudley, Massachusetts. He is also a graduate of the National Fire Academy Executive Fire Officer Program and the Senior Executive Program for State and Local Leaders at Harvard University. In December 2012, Mr. Duggan received a Master's Degree in Homeland Security through the Naval Post Graduate School based in Monterey, California, where his thesis entitled *"Enhancing Decision-making during the First Operational Period of Surge Events"* was selected as an outstanding thesis. He was one of the first fire service professionals to be designated as a Chief Fire Officer by the Commission on Fire Accreditation International.

Brian led the Massachusetts fire service through his affiliation as Chairman of the Fire Chief Association of Massachusetts Technology Committee and as a Regional Director on the Massachusetts State Fire Mobilization Committee. Mr. Duggan has authored several publications, inclusive of writing Section 7, Chapter 3, Fire Department Information Systems, in the Nineteenth and Twentieth Editions of the National Fire Protection Association's Fire Protection Handbook. Chief Duggan has been affiliated with MRI as a subject matter advisor since 2002 and he has served as Director of Fire Services since 2015. Currently, Mr. Duggan is regarded as an expert specific to fire service response to photovoltaic and battery energy storage system (BESS) emergencies. He has developed several nationwide training programs providing first responders with new insight on these emerging challenges.

Project Manager

David Houghton is a devoted fire and emergency management professional who has recently retired from the Wayland Massachusetts Fire Department after a distinctive 38-year career from being a call firefighter and rising through the ranks to Fire Chief. Along with dedicating his service to the Town of Wayland, he continues to work for the Massachusetts Department of Fire Services as both an instructor and in the Special Operations Division doing special projects. In 1999 he was given the challenge by the State Fire Marshal to develop and implement what today is known as Special Operations. This development included designing, building and implementing specialized equipment and staffing to respond to Emergency and planned incidents throughout the Commonwealth. This program was a shared vision between David and the Fire Marshal and today has been shared in whole or in part in other areas of the country. David has a B.S. degree in Fire Science, an A.S. Degree in Fire Science and Technology, and has completed a Local Government and Management program with Suffolk University and the Massachusetts Municipal Association. David has a diverse background Firefighting, EMS (ALS and BLS), Dispatch, Fire Prevention, Emergency Management and operations. He is a nationally certified Firefighter, Fire instructor, Fire Inspector, Fire Officer. He is a certified Emergency Medical Technician both at the National Level and in the Commonwealth of Massachusetts. David has most recently continued his fire service career by being appointed as a call firefighter with the Town of Moultonborough Fire Rescue and is a certified New Hampshire Emergency Medical Technician. He continues to be active with the Commonwealth of Massachusetts Fire and Ambulance Mobilization team in the continuous updating and redevelopment of the program. Prior to his retirement as Fire Chief, David was an active member in the Massachusetts Fire District 14 where he was a driving force behind the creation of the District Operational budget, an operation manual and the formalizing of the various specialized teams within the district. David was also selected as the Chief overseeing the Fire District communications team and equipment as well as serving on several other progressive programs within the district. He is a member of the Fire Chiefs Association of Massachusetts, and the International Association of Fire Chiefs.

Team Members

Michael McQuillen currently serves as the Chief of the Berlin Fire Rescue Department in Berlin Massachusetts. Michael started his fire service career in 1993 with the Londonderry Fire Department, rising through the ranks in his 27-year career to Operations Chief. He was one of the first paramedics in Londonderry participating in the inception of Advanced Life Support and integration of Emergency Medical Services into the fire department.

During his tenure in Londonderry, Michael developed a complete fleet replacement plan utilizing a lease purchase program providing a fleet division that is one of the most modern, up to date

apparatus programs in New England. Michael identified the need to improve the communication operations infrastructure system, developed a plan to upgrade the system and make it interoperable with law enforcement, highway, fire rescue service and the Manchester-Boston Regional Airport. He was instrumental in obtaining the financing to fund the project. Upon completion, the communications center is P25 capable and brought the use of state-of-the-art equipment to the region for the towns that are dispatched. As a result of the upgrade, Londonderry Communications Center expanded to two additional communities under Michael's leadership.

Michael honed his communication, negotiation and his relationship building skills during many years working on labor/management issues from both perspectives. For over ten years Michael was union president for two different labor unions and then transitioned to a member of the administrative team.

Michael worked as the Fire Chief in Littleton, New Hampshire for a few years before moving to Massachusetts.

Michael completed his associate degree in Fire Science from the New Hampshire Technical College -Laconia in 1992, his Paramedic Certification from Elliot Hospital - Manchester in 1995. In 2017 Michael received his bachelor's degree in public service management and is currently working on his master's degree through Southern New Hampshire University in Emergency Management with completion anticipated in 2022.



Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025

From: Jason Bordeau, Water/Sewer Superintendent

Subject: Proposal to reduce the WRBP replacement fund baseline

Suggested Motion:

Selectboard Member moves, "I move that the Meredith Selectboard support the Winnipesaukee River Basin Program replacement fund formula change from 5% to 2% of the value of equipment and other depreciable assets of the facilities.".

Recommendation:

I recommend that the Meredith Selectboard support the change in baseline formula for the Winnipesaukee River Basin Program (WRBP) replacement fund from 5% to 2%.

Background/Discussion:

WRBP is a state-owned sewer system serving 10 communities in the Lakes Region. The original treatment was built in the 70's (11mgd capacity) to receive all wastewater from around Lake Winnipesaukee as well as the communities along the way to Franklin. The eastern and northern sides of the lake were never connected leaving a wastewater plant that was over built for the capacity needed. The WRBP communities each have 1 person representation on an advisory board to the State of NH. The board acts in an advisory capacity only; the state has final say even though the 10 communities fully fund the program.

The replacement fund is one of four funds of the WRBP that each member community funds annually. The committee felt the way this fund was calculated by the State was not in line with today's needs, so the advisory committee went to the state asking for a recalculation of the replacement fund to better align with current and future capacity needs. The result was a recommendation to reduce the annual contribution from 5% to

Town of Meredith Selectboard Agenda Report

2% of the value of equipment and other depreciable assets of the treatment facilities resulting in considerable savings across all communities.

The members of the advisory committee were tasked with getting support from their respective boards/councils for the change in replacement fund calculation. The advisory committee will bring forward their communities' wishes at the next meeting scheduled this week to see if they will accept the formula.

Fiscal Impact:

This proposal will reduce the Town of Meredith's contribution to the replacement fund by approximately \$80,000 annually.

Concurrences:

The replacement fund is one of four funds that support the WRBP that each member community contributes to annually. The proposal would have to be accepted by Governor & Council to go into effect.

Alternatives:

Do not accept the formula. The advisory board will act based on the majority vote of the 10 communities.

Attachments/Exhibits:

Proposed Statute Change
Replacement Fund Spreadsheet

485-A:51 Replacement Fund Established.

- I. There is established a nonlapsing, revolving fund to provide capital for repair and replacement of major components of the water pollution control facilities administered under this subdivision which cannot be absorbed as regular budgetary items. The replacement fund is to be capitalized by contributions from the members served by the facilities based on each member's projected usage of the facilities.
- II. The fund shall be capitalized at an amount equal to 2.0.5 percent of the value of the equipment and other depreciable assets of the treatment facilities. The value of the equipment and other depreciable assets shall be computed every 5 years, beginning in 1990, and shall be based on current replacement costs.
- III. Each member's share of the total fund capital shall be contributed over a period of 10 years after the initial establishment of the fund and shall be paid as a yearly surcharge to the member's operating charges. Thereafter, each member's surcharge shall be adjusted prorated as membership and design valuation changes require.
- IV. Once a member has fully funded its share of the replacement fund capital, the member shall make no further contributions until the fund is utilized for repair or replacement of a facility used by that member or the asset valuation increases such that the fund capitalization increases as established in paragraphs II and III. Following any expenditure from the fund, 50 percent of the expenditure shall be replenished by contributions from those members that utilize the facilities receiving funding based on each member's proportional usages of said facilities, and 50 percent of the expenditure shall be shared among all members using their respective percentage assessment for replacement fund contributions pursuant to paragraph III. The expenditures shall be reimbursed by the members over a 10-year period or over a shorter period at the discretion of the member in addition to the member's yearly contribution to the fund until the member's share of the fund is fully restored.
- V. If a repair or replacement cost exceeds the value of the fund established for that particular facility, the repair cost shall be paid out of the portion of the fund established for other facilities, however, reimbursement to the fund shall always be assessed back to members in accordance with the apportionment set forth in paragraph IV.
- VI. As new facilities, if any, are added to the system, additional assessments shall be made to the members benefiting from these facilities, prorated on the basis of projected use.
- VII. If a new member joins the system, the assessments shall be modified to reflect the new member's proportional benefit from the facilities, and excess prior payments made by other members, if any, shall be credited to their accounts.
- VIII. If a member exits the system or there is consolidation of members, the fund shall be adjusted to reflect modified projected use of the equipment and other infrastructure, fund balances, and expenditure reimbursement obligations.
- VIII. All contracts paid for using the fund shall be submitted to the governor and council for approval.
- IX. This nonlapsing, revolving special purpose fund is continually appropriated to be used by the department in accordance with this subdivision. All moneys shall be deposited with the state treasurer who shall keep this money in a separate fund, notwithstanding RSA 6:12. The state treasurer shall invest the moneys deposited with him as provided by law. Interest received on investments made by

the state treasurer shall also be credited to the fund. All such interest shall be added to each member's share of the fund based on each member's contribution to it.

Source. 1989, 339:1. 1996, 228:106, eff. July 1, 1996. 2022, 193:1, eff. Aug. 16, 2022.

FY25 RF % rates - Used in Scenarios

Member	Baseline/Member % for FY25	Baseline/Member 5% Fund Value Target	Baseline/Member 2% Fund Value Target	FY24 Baseline/Member Assessment
Bay District	2.15%	\$ 35,631	\$ 14,252	\$ 4,351
Belmont	4.92%	\$ 81,536	\$ 32,614	\$ 17,033
Franklin	17.40%	\$ 288,359	\$ 115,344	\$ 63,018
Gilford	15.00%	\$ 248,585	\$ 99,434	\$ 61,857
Laconia	40.48%	\$ 670,848	\$ 268,339	\$ 162,168
Meredith	8.05%	\$ 133,407	\$ 53,363	\$ 33,564
Northfield	2.85%	\$ 47,231	\$ 18,892	\$ 10,258
Sanbornton	1.51%	\$ 25,024	\$ 10,010	\$ 3,604
Tilton	5.42%	\$ 89,822	\$ 35,929	\$ 14,587
DAS	2.22%	\$ 36,791	\$ 14,716	\$ 7,535
TOTAL ASSESSED/FY	100.00%	\$ 1,657,234	\$ 662,894	\$ 377,975
TARGET FUND BALANCE		\$ 16,572,343	\$ 6,628,937	\$ 5,690,479

*Target Assesment Collected over 10 FYs

LSR Sept

no penalty for late pay



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

Subject: Village Pathways Committee Appointment

Suggested Motion:

Selectboard member moves, *"I move the Meredith Selectboard appoints John MacKinnon to the Village Pathways Committee."*

Selectboard Chair calls for a second, discussion and vote.

Background/Discussion:

The Pathways committee has fully endorsed Mr. MacKinnon's application.

Attachments/Exhibits:

John MacKinnon Committee Application



Town of Meredith Board / Volunteer Application

The Selectboard encourages all applicants to attend one or two meetings of the Board or Commission for which you are applying:

Name: John Mackinon Board: MEREDITH PATHWAYS COMMITTEE
Physical Address: 88 Waikewan st meredith

Mailing Address: Same

Email Address: johnmackinonjr@yahoo.com

How long at present address: 4yrs Phone: 603-234-9517

Education: Two years Lowell Tech, No Degree

Relevant Experience: _____

Friends / Relatives Employed by the Town: _____

Community Interests / Civic Organizations: Sculpture Walk
Install Team

Employer: Mackinon Construction

References: Bev Lapham, Bill Gartner, Andy Lane

Is this a first-time application? Yes No Is this a re-appointment? Yes No

Position: Regular or Alternate Replacing: _____ or N/A

Board of Selectmen: Approval Disapproval Date: _____

Term Expires: _____

Please submit your application to:
Town Manager, Town of Meredith, 41 Main Street, Meredith, NH 03253
Tel: (603) 677-4205 Fax: (603) 556-8819 or hr@meredithnh.org

9/14/2012



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

From: Judie Milner, Town Manager

Subject: Town Manager Report

Shout outs:

Police, Fire and Ambulance Services – great coffee with a cop event
WWAC – 8/13 public outreach event was well attended

2026 Budget Process – NHMA 2026 Town Meeting Calendar is attached to this update; budget packets will be distributed to the board at your 10/27 selectboard meeting. 2 Workshops scheduled for November 12th at 4:30pm and November 18th at 5:30pm. We may need a 3rd workshop the first week of December but we will play it by ear. Then 2 workshops for follow up discussion at your regular December meetings (12/8 & 12/22) for completion well ahead of January 2026.

126 Meredith Road Code Enforcement Update -

Adaptive Launch Project – installation is anticipated for September 24th

Zoning Review (HOP grant) - Public Outreach and Engagement in Fall of 2025 for potential amendments at March 2026 Town Meeting.

State DOT cuts to 10 yr Plan -

Meredith Police Association Event - 3rd Annual Cornhole Tournament – start practicing! Sunday October 5th at 1pm.

Town of Meredith Selectboard Agenda Report

Upcoming Meetings:

Town of Meredith
Selectboard Meeting Schedule - Fall 2025

Date	Time	Meeting	Location
9/6/2025	9:30am	line up for Old Home Day Parade @ Middleton	Middleton Lumber
9/8/2025	4:30pm	Selectboard Regular Meeting	Community Center
9/9/2025	4:30pm	Vision/Mission/Strategic Planning Session	Library
9/10/2025	4:30pm	CIP Meeting	Community Development
9/11/2025	5pm	Vision/Mission/Strategic Planning Session	Library
9/22/2025	4:30pm	Selectboard Regular Meeting	Community Center
9/23/2025	5:30pm	Planning Board Draft Master Plan Presentation	Community Center
10/6/2025	4:30pm	Selectboard Regular Meeting	Community Center
10/16/2025	5pm	Parking Committee	TBD
10/27/2025	4:30pm	Selectboard Regular Meeting	Community Center
11/10/2025	4pm	Selectboard Regular Meeting	Community Center
11/12/2025	4:30pm	Budget Workshop	TBD
11/18/2025	5:30pm	Budget Workshop	TBD
11/24/2025	4:30pm	Selectboard Regular Meeting	Community Center
12/8/2025	4:30pm	Selectboard Regular Meeting	Community Center
12/22/2025	4:30pm	Selectboard Regular Meeting	Community Center

Bios for Website – gentle nudge, we have 2, waiting for 3 more.

Fees Project – public hearing 9/22

Master Plan – THIS IS A CHANGE FROM PREVIOUS UPDATES - the Planning Board has invited the selectboard to their meeting on **9/23** for the presentation of the Draft Master Plan.

HOP Grant Housing Audit – the presentation to the planning board on 8/26 is attached.

Short Term Rental Licensing – A lot of progress has been made in implementing the software and licensing program. The software company is striving for a 10/13 up and running date but even that is a tight turn around. We will keep you posted.

Town Wide Road Assessment – presentation of plan to selectboard is expected to occur in the September 22nd Select board meeting. Director Faller and I have reviewed the draft and we will be using that in the CIP process this year to keep that process on track for the budget timeline.

Tax Deeded Property Project:

Current Deeding - Our Deputy Tax Collector Christina Brown is starting the deeding process with the required intent to deed letters. I expect a very short list of properties for consideration sometime in October.

Deeded Properties in the Town's Name – bids are expected to be published this week in the Laconia Daily Sun, Town Website and in Town Hall.

CIP Update – the management team is working on their CIP forms for the next 15 years utilizing quotes for current items and industry standard estimates for the remainder of the projects. Director Carpenter and I expect to present a comprehensive plan to the CIP committee at their next scheduled meeting on September 10, 2025.

Town of Meredith Selectboard Agenda Report

Pleasant Street Wall – will be part of the CIP presentation

Waterfront infrastructure – will be part of the CIP presentation

Parking PILOT Program – Draft data collection report is attached. Reports from PD and DPW have the parking lots with open spaces. I think there is a misconception out there that the Town is required to provide parking and that the PD has the capacity to enforce 24/7 parking regulations at the 2 lots. I hope to address it so we may move forward with realistic expectations of what can be done. As the selectboard knows, there is a law that tells us we must charge taxes associated with the use of municipal property if the property is restricted to a few users. The next meeting of this committee will be 10/16 after the PILOT program ends on 10/15.

Housing Champion Designation – no news yet

Main Street Project – parking study was conducted August 15th. You may have noticed 4 individuals from VHB at the top of each hour of day throughout the downtown areas within .25 mile of downtown which would encompass 467 spaces. Results of the study will be shared with the board when the study is received.

Status DPW Bldg/Hutter – Attorneys are scheduling an onsite meeting to address issues with the building so we may resolve occupancy issues and final payment. Onsite meeting has not occurred yet.

Old Home Day –

Next Department Head Meeting – September:

Continuing Policy Review with Personnel Policy and Administrative Regulations

Waukewan Dam & Canal project –

Route 25 assessment(underground) – borings will occur in September

Route 25 Pedestrian Crossing – Director Faller has started conversations with DOT on a better way to do the crossing so traffic is not confused and stopping when they shouldn't

Town of Meredith Selectboard Agenda Report

for pedestrians which is putting further strain on the already congested area. Thank you Mike!

Sewer storm water Asset grant- Scheduled for completion late 2025

Asset management/ Strategic planning grants- Both studies are scheduled for July completion. This is 9 months ahead of the scheduled deadline. We have not seen the final product yet but will share with the board when we do.

Water/Sewer Rate Studies – Director Bordeau is shooting for an October workshops (10/6 & 10/27) with the board, November public hearing (11/24) and vote, and 1/1/26 implementation.

Prescott Park Renovation – playground placement has been determined with the engineers for the greater project

Wage survey implementation – I plan to have recommendations to the board as part of the 2026 budget process.

Community Power – Meredith's Aggregation Plan was approved by the PUC. NHEC annual meeting was on 6/17, we still have not received notification of the new rates. Community Power does not anticipate launch of the program until 2026.

Fire Department Study – workshop earlier tonight

Space Needs RFP – we received 5 responses, review narrowed it down to 3 firms to interview, interviews are schedule for 9/16.

Projects working on – Stay Tuned for Future Update

PFAS Settlements



**Important Dates for Local Officials
2026 TRADITIONAL MARCH TOWN MEETING CALENDAR**

NOVEMBER 2025

Monday, November 10, 2025

First day to accept petitions to amend zoning ordinance, historic district ordinance or building code for consideration at the 2026 town meeting. [RSA 675:4-120 days prior to town meeting]

DECEMBER 2025

Wednesday, December 10, 2025

Last day to accept petitions to amend zoning ordinance, historic district ordinance or building code for consideration at the 2026 town meeting. [RSA 675:4- 90 days before town meeting]

JANUARY 2026

Sunday, January 4, 2026

Last day to post and publish notice for first hearing on proposed adoption or amendment of zoning ordinance, historic district ordinance or building code if a second hearing is anticipated. [RSA 675:3; 675:7 – 10 calendar days before January 15]

Friday, January 9, 2026

Last day for voters to present application to select board to call special town meeting prior to 2026 annual meeting. Number of petitioners required depends on size of town. [RSA 39:3 – 60 days before town meeting]

Friday, January 9, 2026

First day to hold public hearing on bond or note issue over \$100,000. Notice of time, place and subject of hearing must be published in a newspaper of general circulation in the municipality at least 7 days before hearing. [RSA 33:8-a, I – not more than 60 days before town meeting]

Friday, January 9, 2026

Last day for governing body to vote to extend polling hours at 3/10/26 elections. [RSA 659:4-a, IV- extension of polling hours may not go into effect sooner than 60 days after its adoption]

Tuesday, January 13, 2026

Last day to publish notice for January 20 session for checklist correction. [RSA 654:27; RSA 669:5 – notice posted in 2 appropriate places, one of which shall be the town's Internet website, if such exists, or shall be published in a newspaper of general circulation at least 7 days prior to the session]



Important Dates for Local Officials 2026 TRADITIONAL MARCH TOWN MEETING CALENDAR

Thursday, January 15, 2026

Last day to hold first public hearing on adoption or amendment of zoning ordinance, historic district ordinance or building code if a second public hearing is anticipated. [RSA 675:3 – 14 days prior to last date to hold public hearing on zoning/building/historic district ordinance amendment/adoption on February 2]

Tuesday, January 20, 2026

Supervisors must hold session for correction of the checklist from 7pm to 7:30pm. Change in party registrations may be accepted. [RSA 669:5 – session for checklist correction must be held on the day immediately prior to the filing period for candidates on January 21]

Wednesday, January 21, 2026

First day for candidates in towns with non-partisan official ballot system to file declarations of candidacy with town clerk. [RSA 669:19; 652:20 – seventh Wednesday before town meeting]

Thursday, January 22, 2026

Last day to post and publish notice of final planning board public hearing on proposed adoption or amendment to zoning ordinance, historic district ordinance or building code. [RSA 675:3; 675:7 – 10 calendar days before February 2]

Friday, January 30, 2026

Last day for filing declarations of candidacy with town clerk in towns with non-partisan official ballot system. Town clerk's office must be open at least from 3 to 5 p.m. [RSA 669:19; 652:20 – the Friday next following the first day for candidates to file declarations of candidacy on January 21]

Friday, January 30, 2026

Last day for party caucus to nominate candidate for town office in towns using partisan system. [RSA 669:39- sixth Friday before town meeting]

FEBRUARY 2026

Monday, February 2, 2026

Last day for planning board to hold final public hearing on adoption or amendment of zoning ordinance, historic district ordinance or building code. Planning board must also determine final form. [RSA 675:3 – one day before deadline for delivery of final zoning/building/historic ordinance ballot proposals to town clerk on February 3]



Important Dates for Local Officials 2026 TRADITIONAL MARCH TOWN MEETING CALENDAR

Tuesday, February 3, 2026

Last day for official copy of final proposal to adopt or amend zoning ordinance, historic district ordinance or building code to be placed on file at the town clerk's office. [RSA 675:3, V-fifth Tuesday before town meeting]

Tuesday, February 3, 2026

Last day to finalize collective bargaining agreement "cost items" for submission to annual meeting. [RSA 273-A:1, IV; 32:5-a; 32:19-a – fifth Tuesday before town meeting]

Tuesday, February 3, 2026

Last day for 25 or more voters or 2% of the total, whichever is less, but in no case fewer than 10 voters, to petition select board to include an article in the warrant. [RSA 39:3 – fifth Tuesday before town meeting]

Friday, February 6, 2026

Last day for giving notice of February 13th public hearing on annual budget. [RSA 32:5, I – 7 days before budget hearing]

Friday, February 13, 2026

Last day to hold at least one public hearing on annual budget (can hold supplemental public hearings after 2/13 provided the first public hearing is on or before 2/13). [RSA 32:5, I & V – 25 days before town meeting]

Monday, February 16, 2026

Last day for select board to publish notice of time, place and subject of public hearing on bond/note issue over \$100,000. [RSA 33:8-a, I -7 days before February 23]

Monday, February 16, 2026

Last day to post and publish notice of hearing on question of establishing a special revenue fund. [RSA 31:95-d, I(b) – 7 days before February 23]

Wednesday, February 18, 2026

In budget committee towns, last day for budget committee to submit 2 copies of annual budget to select board for them to post with warrant. [RSA 32:16, IV- at least 20 days before the town meeting]

Saturday, February 21, 2026

Last day to post and publish notice of the day, hour and place of February 28 session to correct the checklist. Notice must be posted in 2 appropriate places, one of which shall be the town's Internet website, if such exists, or shall be published in a newspaper of general circulation at least 7 days prior to the session. [RSA 669:5; 654:27-28]



Important Dates for Local Officials 2026 TRADITIONAL MARCH TOWN MEETING CALENDAR

Monday, February 23, 2026

A public hearing must be held on the establishment of a special revenue fund at least 15 but not more than 30 days before the question is voted on. If the business session of the meeting is held on the same date as the official ballot voting day, March 10, then this is the last day for that hearing. If the governing body has chosen another day for the business session, this public hearing must be held at least 15 days before the date chosen for the business session. [RSA 31:95-d, I(b)]

Monday, February 23, 2026

Last day to hold public hearing on bond or note issue over \$100,000. Notice of time, place and subject of hearing must be published at least 7 days before hearing. [RSA 33:8-a, I – at least 15 days before town meeting]

Monday, February 23, 2026

A public hearing must be held by the local governing body on the adoption of SB2 at least 15 days, but not more than 30 days, before the question is to be voted on. Under RSA 40:14, III, the question on the adoption of SB2 must be voted on at the business session and cannot be placed on the official ballot. If the business session of the meeting is held on the same date as the official ballot voting day, March 10, then this is the last day for that hearing. If the governing body has chosen another day for the business session, this public hearing must be held at least 15 days before the date chosen for the business session.

Monday, February 23, 2026

Last day for select board to post warrant and budget at all polling places and at clerk's office or town hall. Warrant shall state place, day and hour of election, hours polls are open, and which items are to be voted on by ballot. [RSA 39:5; 31:95; 669:2 – 14 clear days before town meeting]

Tuesday, February 24, 2026

Last day to notify affected landowners if town meeting warrant contains an article to discontinue a highway. [RSA 231:43, II – 14 days prior to town meeting]

Saturday, February 28, 2026

Last day for town clerk to accept voter registration applications for town meeting day (Voters may register on election day for all town elections). [RSA 654:8; RSA 654:27; 669:5, deadline for town clerk to accept voter registration is the same date as the date for the last checklist session correction - the Saturday no less than 6 and no more than 13 days before town meeting]



Important Dates for Local Officials 2026 TRADITIONAL MARCH TOWN MEETING CALENDAR

Saturday, February 28, 2026

Supervisors to hold session for correction of checklist prior to annual meeting for no fewer than 30 minutes. No corrections or additions may be made after this session until election day, except as provided in RSA 659:12. [RSA 654:27; 654:28; 669:5]

Saturday, February 28, 2026

Reports of transfer, reports of death and removal of names are acted upon by supervisors of the checklist. [RSA 654:27; RSA 654:36-37; RSA 654:44]

MARCH 2026

Tuesday, March 3, 2026

Annual town report with budget must be available by today. [RSA 31:95; 41:14 – at least 7 days before town meeting]

Tuesday, March 3, 2026

Last day to submit zoning ordinance protest petition to require 2/3 vote at town meeting. [RSA 675:5- at least 7 days before town meeting]

Friday, March 6, 2026

Last day for supervisors to post (by midnight) final corrected checklist. [RSA 654:28 - checklist to be posted on the Friday next following the checklist correction session on February 28]

Friday, March 6, 2026

Certification of checklist; 2 copies filed with town clerk. [RSA 654:28-29]

Monday, March 9, 2026

The town clerk's office shall be open to receive applications for absentee ballots, to provide voters the opportunity to complete absentee ballots, and to receive returned ballots on the Monday immediately prior to an election at a minimum from 3:00 p.m. to 5:00 p.m. The clerk may designate a deputy clerk or assistant to provide this service, provided the individual has taken the oath of office and has been trained in the requirements for using an absentee ballot and the procedures for issuing and receiving absentee ballots. [RSA 657:1, II (c)]

Tuesday, March 10, 2025

Last day for town clerk to accept completed absentee ballots; clerk, or clerk's designee, must be available at least between 3 and 5 p.m. No absentee ballots may be accepted after 5 p.m. [RSA 669:29; 657:22; 652:20]



Important Dates for Local Officials 2026 TRADITIONAL MARCH TOWN MEETING CALENDAR

Tuesday, March 10, 2026

Town Meeting. Voters may register at the polls on election day. If new tax collector is elected or appointed, select board audits accounts and issues a new warrant. [RSA 39:1; 669:1; 654:7-a; 41:36]

Friday, March 13, 2026

Last day for any person for whom a vote was cast to apply to town clerk for a recount (to be conducted not earlier than 5 nor later than 10 days after receipt of the application). Town clerk must be available at least between 3 and 5 p.m. to receive application and must provide at least 3 days' notice of recount date to candidates for that office. [RSA 669:30-:31; 652:20 – Friday next following town meeting/election]

Sunday, March 15, 2026

Last day to publish notice of March 17 reconsideration of a March 10th vote on a bond or note issue over \$100,000 (statute requires notice at least 2 days before reconsideration). [RSA 33:8-a, IV]

Monday, March 16, 2026

Select board must appoint town treasurer by today if annual meeting fails either to elect one or to vote to authorize the appointment rather than the election of the treasurer. [RSA 41:27; 41:26-e – appointment must be made within 6 days from town meeting]

Tuesday, March 17, 2026

Last day for 10 voters of a town to petition clerk to recount ballots on any question printed on official ballot. [RSA 40:4-c – last day to seek recount is 7 days from date of town meeting]

Tuesday, March 17, 2026

Earliest day on which reconsideration of a March 10th vote on a bond or note issue over \$100,000 may take place (statute requires reconsideration at least 7 days after vote to reconsider). [RSA 33:8-a, IV]

Friday, March 20, 2026

Town clerk to forward to select board and treasurer certified copy of any vote to transfer surplus to capital reserve funds within 10 days of such vote. Surplus must be transferred by treasurer to trustees of trust funds immediately after receipt of order of select board. [RSA 35:11]

Monday, March 30, 2026

Town clerk must report names and addresses of all town officers to commissioner of revenue administration after annual election. There is an ongoing duty to report changes as they occur. [RSA 41:19; NH Admin Code Rev 1707.13 – report to be made within 20 days of the town meeting]



**Important Dates for Local Officials
2026 TRADITIONAL MARCH TOWN MEETING CALENDAR**

Monday, March 30, 2026

Minutes of town meeting and various reports must be filed with the Department of Revenue Administration within 20 days after the close of town meeting. [RSA 21-J:34]

APRIL 2026

Thursday, April 2, 2026

Town clerk to send 2 copies of town report to State Library and 1 copy of town report to UNH Library. [RSA 41:22; RSA 201-A:18 – within 30 days of March 3, the date by which the town report must be made available to the voters]

Thursday, April 9, 2026

Within 30 days after town meeting, town clerk to report on town library to assistant state librarian. [RSA 41:20]

Thursday, April 9, 2026

Appointed municipal budget committee members must be named within 30 days of town meeting. [RSA 32:15, II]

MAY 2026

Saturday, May 9, 2026

Ballots and absentee voting materials for election of town officers at town meeting may be destroyed by the town clerk. [657:16; 657:22; 659:100–:101; 669:25; 33-A:3-a, XXXVII—clerk shall retain until the contest is settled and all appeals have expired or at least 60 days after the election, whichever is longer].

DRAFT

Parking Data And Analysis – 2025

Reporting Period: June 23 – August 10, 2025

Overview

Parking data was collected daily through checks at key parking locations. Visits aimed to capture daily peak usage, including on weekends and holidays.

Methodology

- Each lot was visited once per day at generally high usage times.
- Spot checks are not as comprehensive as continuous monitoring but do provide trend insights.

Learning Curve

- Early-season user confusion was observed due to new rules and lot configurations.
- Improvement resulted from updated signage, cadet-distributed leaflets, Town website support, and ongoing enforcement.
- After July 6, orderly parking and rule compliance noticeably improved. Non-permitted parking trended down.

General Trends

- In both 2025 and 2024,
 - Weekday parking was generally available; weekends were busier.
 - Peak demand occurred on Friday and Saturday nights and holidays.
 - Lots nearest docks (Cattle and Lovejoy Lower) filled first; overflow lots (Patricia Drive and Lovejoy Upper) were used as needed.
- Cattle Landing, Patricia Drive and Lovejoy Upper (permitted lots) usage was lower in 2025.
- Lovejoy Lower lot 2025 usage was similar to 2024. Both years the lot was effectively full from the weekend before the 4th of July forward.
- In 2025, all lots reached capacity only on July 4; parking during the day was limited to turnover.

Lot-Specific Analysis

Cattle Landing (78 Spaces)

- 2025 weekday and weekend usage was lower than 2024.
- 2025 usage decline from 2024 was likely attributable to resident permitting and a household limit of 3 guest permits.
- The lot was orderly with well-defined lanes, signage, and ease of use. Pedestrian safety was enhanced.
- Commercial vehicles rarely parked in the lot.
- Anecdotal conversations with residents while conducting parking counts indicated residents appreciated the increased police patrols.
- 66 non-permitted vehicles used the lot; the \$75 fee did not deter non-permitted usage.
- Boat/dock traffic appeared to be noticeably lower. This was an observation but not supported by data.

Patricia Drive (20+ Spaces)

- This parking area is used primarily on weekends as overflow from the Cattle Landing lot.
- Parking area was rarely used on weekdays.
- Weekend usage declined 37.5% from 2024 to 2025.
- The area only reached capacity on July 4.
- 2025 usage decline from 2024 is likely attributable to resident permitting, a household limit of 3 guest permits, and households adjusting their parking behavior.
- No cars were observed to be parked within 75 feet of the stop sign as a result of the installation of signage.
- Shoulder improvements increased safety by allowing cars to park substantially off the road.

Lovejoy Lower Lot (110 Spaces)

- 2025 weekday and weekend usage was similar to 2024.
- This non-permit lot was generally near-full on weekdays and full on weekends.
- Users included: Goodhue (rental customers, employees, vendors), AMC (staff and campers), 4 charter fishing boats (staff and customers), 2-3 charter ski boats (customers), Contractor (crew pick-up), residents, non-residents, and resident's guests.

Lovejoy Upper Lot (50 Car, 15 Trailer Spaces)

- This lot handles Lower Lot overflow parking for permitted vehicles and trailer parking.
- Weekday car and trailer usage declined significantly from 2024 (cars seasonally down 41%; trailers down 31%).
- Weekend car and trailer usage also declined (cars seasonally down 28%; trailers down 41%).

- July 4–5 were peak days. Numerous non-permitted vehicles (22–20) parked on the peak days. These were the only days that the lot reached capacity.
- Early season trailer parking confusion occurred due to a lack of signage at the rear trailer area.
- Over the entire observation period 119 non-permitted cars parked; the \$75 parking violation fee was not a deterrent.
- Post-July 6, as car and trailer parking became orderly, pedestrian safety was enhanced.
- Very few commercial vehicles were observed in this lot.

Permits, Fees & Fine Collection

- 406 guest hang tags were sold:
 - 337 to Island taxpayers;
 - 69 to Town residents & taxpayers.
- 406 guest hang tags at \$20 each generated \$8,120 in fees.
- 199 non-permitted vehicles could potentially generate up to \$14,925 in fines (note: not all violations are necessarily ticketed or paid).
- Additional revenue was generated from Islanders purchasing a Facilities Use decal that previously did not have one.
- Costs unique to the permitted parking lots going forward: 500 custom hangtags (est. \$1,500).
- The permitted lots are generating substantial positive cash flow for the Town.
- There is no correlation between the cost of permitted lots operation and Meredith Facilities station operation.
- There is administrative efficiency for selling hangtags on the same bi-annual cycle as facilities use decals.
- Considerations:
 - What is an appropriate charge for a guest hang tag going forward?
 - Should the existing 2025 hang tags be extended for one season so that they are coterminous with existing 2025-2026 Facilities Use decals?
 - How should excess funds be used?

Suggestions to Optimize Existing Permitted Lots

Cattle Landing:

- Reduce number of handicap spaces to the legal minimum.

Lovejoy Upper Lot:

- Improve trailer parking signage at the rear of the lot.
- Station a lot attendant on July 3–5 to guide users and exclude non-permitted vehicles.

Patricia Drive:

- Add “No Parking” signage around the circle at the top of the drive.

All Permitted Lots:

- Increase violation fine from \$75 to \$150 per day to enhance deterrence.

8/12/25

Parking Analysis

From:	24-Jun-24	23-Jun-25
To:	11-Aug-24	10-Aug-25
Total Days	49	49

	Total Days	Lot Size	2024			2025			2024 vs. 2025 % Change
			Total Cars Parked	Avg. Cars / Day	Avg % Lot Occ.	Total Cars Parked	Avg. Cars / Day	Avg % Lot Occ.	
<u>Weekdays (Mon-Fri)</u>	35								
Cattle Landing	78		1,733	50	63%	1,582	45	58%	-8.7%
Patricia Drive	20		84	2	12%	34	1	5%	-59.5%
Lower Lot	110		3,405	97	88%	3,413	98	89%	0.2%
Upper Lot - Cars	50		435	12	25%	255	7	15%	-41.4%
Upper Lot - Trailers	15		373	11	71%	255	7	49%	-31.6%
<u>Weekend Days (Sat, Sun)</u>	14								
Cattle Landing	78		906	65	83%	874	62	80%	-3.5%
Patricia Drive	20		110	8	39%	69	5	25%	-37.3%
Lower Lot	110		1,496	107	97%	1,478	106	96%	-1.2%
Upper Lot - Cars	50		396	28	57%	286	20	41%	-27.8%
Upper Lot - Trailers	15		225	16	107%	133	10	63%	-40.9%
<u>July 4 Holiday*</u>	2								
Cattle Landing	78		162	81	104%	147	74	94%	-9.3%
Patricia Drive	20		68	34	170%	34	17	85%	-50.0%
Lower Lot	110		220	110	100%	219	110	100%	-0.5%
Upper Lot - Cars	50		94	47	94%	100	50	100%	6.4%
Upper Lot - Trailers	15		41	21	137%	24	12	80%	-41.5%

* The two busiest days:

2025	July 4&5
2024	July 4&5

**Parking Data
2025**

Cattle Landing

Total Parking Spaces: 78

Total Handicap Spaces: 5

Date	Time	Day	Decals	Island Hang Tags	Town Hang Tags	No Decal or Hang Tag	Other	Total	% Occupied	Weather	Observations	Handicap
19-Jun-25	7:40PM	Thu	12	7	-	-	-	19	24%	Sunny		
20-Jun-25	7:20PM	Fri	14	12	-	-	-	26	33%	Sunny/windy		
21-Jun-25	-	Sat	-	-	-	-	-	-	0%		No observation	
22-Jun-25	7:45AM	Sun	17	24	1	1	-	43	55%	Light Rain		
23-Jun-25	6:00PM	Mon	14	11	3	2	-	30	38%	Sunny/hot		1
24-Jun-25	6:00PM	Tue	14	10	4	-	-	28	36%	Sunny/hot		1
25-Jun-25	12:30PM	Wed	10	13	3	-	-	26	33%	Sunny/hot		1
26-Jun-25	6:00PM	Thu	13	13	3	-	-	29	37%	Hazy/Cool		1
27-Jun-25	5:00PM	Fri	14	9	5	2	-	30	38%	Sunny/hot		1
28-Jun-25	11:00AM	Sat	16	11	7	3	-	37	47%	Cloudy/Mist		1
29-Jun-25	8:00AM	Sun	15	25	8	3	-	51	65%	Foggy		1
30-Jun-25	6:00AM	Mon	19	13	9	4	-	45	58%	Sunny/warm		3
1-Jul-25	6:00PM	Tue	18	17	7	1	-	43	55%	Partly Cloudy/Warm		3
2-Jul-25	6:00PM	Wed	20	20	6	5	-	51	65%	Partly Cloudy/Hot		3
3-Jul-25	6:00PM	Thu	28	32	9	3	-	72	92%	Partly Cloudy/Muggy	4 spaces in turnaround area	3
4-Jul-25	10:00AM	Fri	29	33	12	3	-	77	99%	Sunny/windy	Lot full/ 5 cars parked at "T" 7 vacant spots	5
5-Jul-25	8:30AM	Sat	24	31	10	5	-	70	90%	Sunny/hot		4
6-Jul-25	9:00AM	Sun	24	33	12	5	-	74	95%	Sunny/hot		4
7-Jul-25	5:30PM	Mon	25	14	6	2	-	47	60%	Partly Cloudy/Hot		3
8-Jul-25	6:00PM	Tue	19	15	4	-	-	38	49%	Partly Cloudy/Hot		3
9-Jul-25	2:00PM	Wed	16	16	5	-	-	37	47%	Partly Cloudy/Warm		3
10-Jul-25	6:00PM	Thu	21	10	2	2	-	35	45%	Cloudy/warm		1
11-Jul-25	6:00PM	Fri	27	20	4	1	-	52	67%	Partly Sunny/Hot		2
12-Jul-25	8:30AM	Sat	24	19	7	1	-	51	65%	Cloudy/warm		4
13-Jul-25	8:30AM	Sun	25	39	4	1	-	69	88%	Sunny/hot		4
14-Jul-25	6:00PM	Mon	18	19	3	1	-	41	53%	Hazy/warm		4
15-Jul-25	6:00PM	Tue	21	18	2	3	-	44	56%	Sunny/Hot		2
16-Jul-25	6:00PM	Wed	24	18	8	-	-	50	64%	Sunny/Hot		2
17-Jul-25	6:00PM	Thu	22	18	5	-	-	45	58%	Hazy/hot		3
18-Jul-25	6:00PM	Fri	-	-	-	-	-	-	0%	Windy/Warm	No observation	3
19-Jul-25	8:30AM	Sat	26	27	9	1	-	63	81%	Sunny/hot		3
20-Jul-25	8:30AM	Sun	27	25	11	1	-	64	82%	Cloudy/warm		3
21-Jul-25	5:00PM	Mon	24	11	5	-	-	40	51%	Partly Cloudy/Windy		1
22-Jul-25	6:00PM	Tue	19	24	6	-	-	49	63%	Sunny/warm		2
23-Jul-25	6:00PM	Weds	20	25	5	1	-	51	65%	Sunny/hot		2
24-Jul-25	6:00PM	Thu	18	23	10	3	-	54	69%	Sunny/hot		3
25-Jul-25	6:00PM	Fri	22	31	4	3	-	60	77%	Windy/warm		3
26-Jul-25	8:00AM	Sat	23	38	4	1	-	66	85%	Sunny/warm		3
27-Jul-25	8:00AM	Sun	21	38	7	1	-	67	86%	Hazy/warm	Camp Nokomis Alum Wknd	3
28-Jul-25	6:00PM	Mon	18	25	2	-	-	45	58%	Sunny/hot		4
29-Jul-25	6:00PM	Tue	21	23	2	-	-	46	59%	Sunny/hot		4
30-Jul-25	6:00PM	Wed	20	20	5	1	-	46	59%	Sunny/Hot		5
31-Jul-25	4:30PM	Thu	15	21	3	-	-	46	59%	Hazy/hot		4
1-Aug-25	6:00PM	Fri	22	26	7	1	-	39	50%	Rainy/cool		3
2-Aug-25	9:00AM	Sat	24	25	11	3	-	56	72%	Partly Cloudy/Warm		3
3-Aug-25	8:30AM	Sun	26	26	12	-	-	63	81%	Sunny/hot		3
4-Aug-25	6:00PM	Mon	19	21	5	1	-	64	82%	Sunny/hot		4
5-Aug-25	6:00PM	Tue	23	19	3	1	-	46	59%	Hazy/hot		3
6-Aug-25	6:00PM	Wed	21	22	1	1	-	46	59%	Hazy/warm		3
7-Aug-25	6:00PM	Thu	22	20	3	-	-	45	58%	Hazy/warm		3
8-Aug-25	6:00PM	Fri	20	25	4	-	-	45	58%	Sunny/hot		2
9-Aug-25	9:00AM	Sat	20	39	2	1	-	62	79%	Sunny/hot		2
10-Aug-25	8:30AM	Sun	24	40	7	2	-	73	94%	Sunny/hot	Poor pkgs / fewer avail. Spaces	2
			-	-	-	-	-	-	0%			3
29-Aug-25	6:00PM	Fri	21	19	4	1	-	45	58%	Partly Cloudy/Warm		3
30-Aug-25	9:00AM	Sat	25	28	4	-	-	57	73%	Partly Sunny/warm		3
31-Aug-25	9:00AM	Sun	24	37	5	1	-	67	86%	Sunny/warm		3
1-Sep-25	9:00AM	Mon	28	35	3	-	-	66	85%	Partly Cloudy/Warm		3

**Parking Data
2025**

Patricia Drive

Max parking spaces:

20

Date	Time	Day	Decals	Island Hang Tags	Town Hang Tags	No Decal or Hang Tag	Other	Total	% Occupied	Weather	Observations
19-Jun-25	7:40PM	Thu	-	-	-	-	-	-	0%		
20-Jun-25	7:20PM	Fri	-	-	-	-	-	-	0%		
21-Jun-25		Sat	-	-	-	-	-	-	0%		
22-Jun-25	7:45AM	Sun	-	-	-	-	-	-	0%		
23-Jun-25	6:00PM	Mon	-	-	-	-	-	-	0%	Light Rain	No observation
24-Jun-25	11:00AM	Tue	-	-	-	-	-	-	0%	Sunny/hot	
25-Jun-25	12:30PM	Wed	-	-	-	-	-	-	0%	Sunny/hot	
26-Jun-25	6:00PM	Thu	-	-	-	-	-	-	0%	Sunny/hot	
27-Jun-25	5:00PM	Fri	-	-	-	-	-	-	0%	Hazy/Cool	
28-Jun-25	11:00AM	Sat	-	-	-	-	-	-	0%	Sunny/hot	
29-Jun-25	8:00AM	Sun	-	-	-	-	-	-	0%	Cloudy/Mist	
30-Jun-25	6:00PM	Mon	-	-	-	-	-	-	0%	Foggy	
1-Jul-25	6:00PM	Tue	-	-	-	-	-	-	0%	Sunny/warm	
2-Jul-25	6:00PM	Wed	-	-	-	-	-	-	0%	Partly Cloudy/Warm	
3-Jul-25	6:00PM	Thu	3	5	3	-	-	11	55%	Partly Cloudy/Muggy	Approx 9 spaces avail.
4-Jul-25	10:00AM	Fri	4	7	3	-	-	14	70%	Sunny/windy	Approx 6 spaces avail.
5-Jul-25	8:30AM	Sat	3	13	4	-	-	20	100%	Sunny/hot	3 prkd in circle
6-Jul-25	9:00AM	Sun	5	10	2	-	-	17	85%	Sunny/hot	1 prkd in circle
7-Jul-25	5:30PM	Mon	-	2	-	-	-	2	10%	Partly Cloudy/Hot	
8-Jul-25	6:00PM	Tue	-	1	-	-	-	1	5%	Partly Cloudy/Hot	
9-Jul-25	2:00PM	Wed	-	-	-	-	-	-	0%	Partly Cloudy/Warm	
10-Jul-25	6:00PM	Thu	-	-	-	-	-	-	0%	Cloudy/warm	
11-Jul-25	6:00PM	Fri	1	-	-	-	-	-	0%	Partly Sunny/Hot	
12-Jul-25	8:30 AM	Sat	-	-	-	-	-	1	5%	Cloudy/warm	
13-Jul-25	8:30AM	Sun	2	3	-	1	-	6	30%	Sunny/hot	Permit spaces dirt added/graded
14-Jul-25	6:00PM	Mon	-	-	-	-	-	-	0%	Hazy/warm	
15-Jul-25	6:00PM	Tue	-	-	-	-	-	-	0%	Sunny/Hot	
16-Jul-25	6:00PM	Wed	-	-	-	-	-	-	0%	Hazy/Hot	
17-Jul-25	6:00PM	Thu	-	-	-	-	-	-	0%	Hazy/Hot	
18-Jul-25	6:00PM	Fri	-	-	-	-	-	-	0%	Wind/Warm	
19-Jul-25	8:30AM	Sat	1	1	-	-	-	2	10%	Sunny/hot	
20-Jul-25	8:30AM	Sun	1	4	1	-	-	6	30%	Cloudy/warm	
21-Jul-25	5:00PM	Mon	-	-	-	-	-	-	0%	Partly Cloudy/Windy	
22-Jul-25	6:00PM	Tue	-	-	-	-	-	-	0%	Sunny/warm	
23-Jul-25	6:00PM	Wed	-	-	-	-	-	-	0%	Sunny/Warm	
23-Jul-25	6:00PM	Weds	-	-	-	-	-	-	0%	Sunny/hot	
24-Jul-25	6:00PM	Thu	-	-	-	-	-	-	0%	Sunny/hot	
25-Jul-25	6:00PM	Fri	-	-	-	-	-	-	0%	Sunny/hot	
26-Jul-25	8:00AM	Sat	-	1	1	-	-	-	0%	W/Indy/warm	
27-Jul-25	8:00AM	Sun	2	3	1	-	-	2	10%	Sunny/warm	
28-Jul-25	6:00PM	Mon	1	1	-	-	-	6	30%	Hazy/warm	
29-Jul-25	6:00PM	Tue	-	1	-	-	-	2	10%	Sunny/hot	
30-Jul-25	6:00PM	Wed	-	-	-	-	-	1	5%	Sunny/hot	
31-Jul-25	4:30PM	Thu	-	-	-	-	-	-	0%	Hazy/hot	
1-Aug-25	6:00PM	Fri	1	1	-	-	-	-	0%	Rainy/cool	
2-Aug-25	9:00AM	Sat	-	1	-	-	-	2	10%	Partly Cloudy/Warm	
3-Aug-25	8:30AM	Sun	2	2	-	-	-	1	5%	Sunny/hot	
4-Aug-25	6:00PM	Mon	-	-	-	-	-	4	20%	Sunny/hot	
5-Aug-25	6:00PM	Tue	-	-	-	-	-	-	0%	Hazy/hot	
6-Aug-25	6:00PM	Wed	-	-	-	-	-	-	0%	Hazy/warm	
7-Aug-25	6:00PM	Thu	-	-	-	-	-	-	0%	Hazy/warm	
8-Aug-25	6:00PM	Fri	-	-	-	-	-	-	0%	Sunny/hot	
9-Aug-25	9:00AM	Sat	-	-	-	-	-	-	0%	Hazy/hot	
10-Aug-25	8:30AM	Sun	3	2	-	-	-	5	25%	Sunny/hot	
	-	-	-	-	-	-	-	-	0%		
29-Aug-25	6:00PM	Fri	-	-	-	-	-	-	0%		
30-Aug-25	9:00AM	Sat	-	-	-	-	-	-	0%	Partly Cloudy/Warm	
31-Aug-25	9:00AM	Sun	-	5	-	1	-	6	30%	Partly Sunny/warm	
1-Sep-25	9:00AM	Mon	-	4	-	-	-	4	20%	Sunny/warm	
										Partly Cloudy/Warm	

**Parking Data
2025**

Lower Lot

Max parking spaces: 110

Date	Time	Day	Decals	Island Hang Tags	Town Hang Tags	No Decal or Hang Tag	Other	Total	% Occupied	Weather	Observations	Handicap
19-Jun-25	7:40PM	Thu	15	1	-	36	-	52	47%	Sunny		
20-Jun-25	7:20PM	Fri	12	12	-	52	2	78	71%	Sunny, windy		
21-Jun-25		Sat	-	-	-	-	-	-	0%		2 trailers	
22-Jun-25	7:45AM	Sun	13	-	1	72	-	86	78%	Light Rain	No observation	
23-Jun-25	6:00PM	Mon	17	1	3	39	-	60	55%	Sunny/hot		
24-Jun-25	11:00AM	Tue	15	6	6	63	-	90	62%	Sunny/hot		
25-Jun-25	11:30AM	Wed	17	1	1	54	2	75	68%	Sunny/hot		
26-Jun-25	11:30PM	Thu	11	-	-	60	-	71	65%	Hazy/Cool	2 ArborTech trucks w/ trailers	1
27-Jun-25	1:00PM	Fri	13	1	-	61	-	75	68%	Sunny/hot		1
28-Jun-25	12:00PM	Sat	17	2	-	87	-	106	96%	Cloudy/Mist		2
29-Jun-25	1:00PM	Sun	16	3	-	86	-	105	95%	Foggy		3
30-Jun-25	11:45AM	Mon	15	-	11	76	-	102	93%	Sunny/warm		3
1-Jul-25	11:00AM	Tue	21	2	-	66	-	89	81%	Partly Cloudy/Warm		2
2-Jul-25	6:00PM	Wed	22	6	-	78	-	106	96%	Partly Cloudy/Hot		
3-Jul-25	12:00PM	Thu	19	5	-	85	-	110	100%	Partly Cloudy/Muggy		
4-Jul-25	12:00PM	Fri	18	-	4	91	-	113	103%	Sunny/windy		
5-Jul-25	11:30AM	Sat	15	4	2	85	-	106	95%	Sunny/not	5 add. cars parked illegally on street	4
6-Jul-25	11:30AM	Sun	21	5	-	75	-	101	92%	Sunny/not	5 add. cars parked illegally on street	3
7-Jul-25	11:30AM	Mon	18	3	-	79	-	100	91%	Partly Cloudy/Hot		3
8-Jul-25	10:30AM	Tue	18	2	-	71	-	91	83%	Partly Cloudy/Hot		1
9-Jul-25	2:00PM	Wed	13	3	-	60	-	76	69%	Partly Cloudy/Warm		2
10-Jul-25	12:00PM	Thu	13	11	-	79	-	103	94%	Cloudy/warm		3
11-Jul-25	1:00PM	Fri	22	5	1	80	-	108	98%	Partly Sunny/Hot		2
12-Jul-25	11:30AM	Sat	12	4	-	91	-	107	97%	Cloudy/warm		3
13-Jul-25	11:30AM	Sun	16	-	2	82	-	100	91%	Sunny/not		3
14-Jul-25	12:00PM	Mon	17	-	-	82	-	106	95%	Hazy/warm		3
15-Jul-25	12:00PM	Tue	12	1	-	75	-	92	84%	Hazy/warm		3
16-Jul-25	12:00PM	Wed	18	2	1	87	-	100	91%	Sunny/Hot		3
17-Jul-25	12:00PM	Thu	10	3	1	87	-	108	98%	Sunny/Hot		3
18-Jul-25	1:00PM	Fri	20	3	-	81	-	95	86%	Hazy/not		3
19-Jul-25	1:00PM	Sat	13	5	-	84	-	107	97%	Windy/Warm		3
20-Jul-25	1:00PM	Sun	11	6	-	83	-	108	98%	Sunny/not		3
21-Jul-25	12:00PM	Mon	23	5	-	78	-	100	91%	Sunny/Hot		3
22-Jul-25	12:00PM	Tue	14	2	-	86	-	106	96%	Sunny/Windy		3
23-Jul-25	11:30AM	Weds	12	3	-	89	-	102	93%	Sunny/warm		1
24-Jul-25	11:30AM	Thu	15	2	-	87	-	104	95%	Sunny/not		2
25-Jul-25	12:30PM	Fri	11	6	-	92	-	104	95%	Sunny/not		0
26-Jul-25	12:15PM	Sat	23	2	-	84	-	109	99%	Windy/warm		1
27-Jul-25	12:00PM	Sun	19	4	1	79	-	109	99%	Sunny/warm		2
28-Jul-25	12:30PM	Mon	14	1	1	87	-	103	94%	Drizzle/warm	Camp Nokomis Alum Wknd	2
29-Jul-25	12:30PM	Tue	21	4	1	78	-	103	94%	Sunny/not		3
30-Jul-25	12:30PM	Wed	17	3	-	86	-	104	95%	Sunny/Hot		3
31-Jul-25	12:30PM	Thu	18	3	1	87	-	108	98%	Hazy/not		3
1-Aug-25	12:30PM	Fri	22	5	1	66	-	85	77%	Rainy/cool		3
2-Aug-25	12:30PM	Sat	28	5	2	77	-	105	95%	Partly Cloudy/Warm		2
3-Aug-25	12:30 PM	Sun	26	2	1	74	-	109	99%	Sunny/not		1
4-Aug-25	12:30 PM	Mon	21	1	1	80	-	109	99%	Sunny/not		3
5-Aug-25	12:30 PM	Tue	13	2	1	78	-	101	92%	Hazy/not		3
6-Aug-25	12:30PM	Wed	12	2	1	79	-	95	86%	Hazy/warm		2
7-Aug-25	12:30PM	Thu	19	4	-	90	-	105	95%	Hazy/warm		2
8-Aug-25	12:30PM	Fri	18	2	-	81	-	104	95%	Sunny/not		2
9-Aug-25	12:30PM	Sat	29	3	-	87	-	107	97%	Hazy/not		3
10-Aug-25	12:30PM	Sun	23	1	-	76	-	108	98%	Sunny/not		3
						83	-	107	97%	Sunny/not	No observation	3
29-Aug-25	6:00PM	Fri	22	2	-	82	-	106	96%	Partly Cloudy/Warm		
30-Aug-25	9:00AM	Sat	26	2	-	80	-	108	98%	Partly Sunny/warm		3
31-Aug-25		Sun	-	-	-	-	-	-	0%	Sunny/warm	No observation	3
1-Sep-25	9:00AM	Mon	21	2	-	78	-	101	92%	Partly Cloudy/Warm		2

**Parking Data
2025**

Car Spaces	50
Trailer Spaces	15
Total parking spaces:	65

Upper Lot

Date	Time	Day	Decals	Island Hang Tags	Town Hang Tags	No Decal or Hang Tag	Trailers	Total	% Occupied	Weather	Observations	
19-Jun-25	7:40PM	Thu	-	1	-	-	2	3	5%	Sunny		
20-Jun-25	7:20PM	Fri	1	-	-	-	3	4	6%	Sunny/windy		
21-Jun-25		Sat	-	-	-	-	-	-	0%			
22-Jun-25	7:45AM	Sun	2	1	3	1	6	13	20%	Light Rain	No observation	
23-Jun-25	6:00PM	Mon	-	-	-	-	3	3	5%	Sunny/hot	1 pkg ticket	
24-Jun-25	11:00AM	Tue	-	-	-	-	3	3	5%	Sunny/hot		
25-Jun-25	11:30AM	Wed	1	-	-	-	4	5	8%	Sunny/hot		
26-Jun-25	12:30PM	Thu	1	-	-	-	1	2	3%	Sunny/hot		
27-Jun-25	1:00PM	Fri	-	-	-	-	4	4	6%	Hazy/Cool		
28-Jun-25	12:00PM	Sat	-	-	-	-	5	5	8%	Sunny/hot		
29-Jun-25	1:00PM	Sun	4	-	-	1	12	17	26%	Cloudy/Mist		
30-Jun-25	11:45AM	Mon	2	-	-	4	11	17	26%	Foggy	2 trailers not detached/1 in car area	
1-Jul-25	11:00AM	Tue	-	1	-	-	7	8	12%	Sunny/warm		
2-Jul-25	11:45AM	Wed	2	-	-	2	10	14	22%	Partly Cloudy/Warm	Pick-up attached to trailer	
3-Jul-25	12:00PM	Thu	7	3	-	11	10	31	48%	Partly Cloudy/Hot		
4-Jul-25	12:00PM	Fri	8	16	4	22	15	65	100%	Partly Cloudy/Muggy		
5-Jul-25	11:00AM	Sat	3	27	-	20	9	59	91%	Sunny/windy	8 Goodhue Valet Hangtags. 2 cars/attached trailers	
6-Jul-25	11:30AM	Sun	3	20	1	4	9	37	57%	Sunny/hot	4 Goodhue Valet Hangtags. 1 trailer taking 4 spots.	
7-Jul-25	11:30AM	Mon	2	8	-	-	7	17	26%	Sunny/hot		
8-Jul-25	10:30AM	Tue	-	4	-	-	8	12	18%	Partly Cloudy/Hot		
9-Jul-25	2:00PM	Wed	2	3	-	-	4	9	14%	Partly Cloudy/Hot		
10-Jul-25	12:00PM	Thu	1	-	1	-	3	5	8%	Partly Cloudy/Warm		
11-Jul-25	1:00PM	Fri	4	-	1	-	8	13	20%	Cloudy/warm		
12-Jul-25	11:30AM	Sat	-	3	1	5	11	20	31%	Partly Sunny/Hot	2 boats on trailers	
13-Jul-25	11:30AM	Sun	4	1	1	1	10	17	26%	Cloudy/warm		
14-Jul-25	12:00PM	Mon	-	3	-	-	2	6	11	17%	Sunny/hot	
15-Jul-25	12:00PM	Tue	-	4	-	4	9	17	26%	Hazy/warm		
16-Jul-25	12:00PM	Wed	1	3	-	-	8	12	18%	Sunny/Hot		
17-Jul-25	12:00PM	Thu	-	4	-	-	4	8	12%	Hazy/hot		
18-Jul-25	1:00PM	Fri	6	6	-	-	7	19	29%	Windy/Warm		
19-Jul-25	1:00PM	Sat	9	11	2	3	7	32	49%	Sunny/hot		
20-Jul-25	1:00PM	Sun	3	11	-	-	3	17	26%	Sunny/hot		
21-Jul-25	12:00PM	Mon	2	2	-	-	2	6	9%	Sunny/Windy		
22-Jul-25	6:00PM	Tue	2	-	-	2	4	8	12%	2 trailers attached to cars		
23-Jul-25	11:30AM	Wed	2	-	-	3	6	11	17%	1 NHEC vehicle		
24-Jul-25	11:30AM	Thu	-	6	-	3	5	14	22%	2 Goodhue Valet passes, 1 Breezelne Truck		
25-Jul-25	12:30PM	Fri	10	4	-	2	5	21	32%	Windy/warm		
26-Jul-25	12:15PM	Sat	20	14	-	13	15	62	95%	Sunny/warm		
27-Jul-25	12:00PM	Sun	7	8	-	1	9	25	38%	Drizzle/warm	Camp Nokomis Alum Wind	
28-Jul-25	12:30PM	Mon	4	5	-	2	9	20	31%	Sunny/warm		
29-Jul-25	12:30PM	Tue	4	4	-	2	11	21	32%	Sunny/hot		
30-Jul-25	12:30PM	Wed	3	3	-	-	8	14	22%	Hazy/hot		
31-Jul-25	12:30PM	Thu	1	2	-	1	7	11	17%	Rainy/cool		
1-Aug-25	12:30PM	Fri	1	2	1	-	7	11	17%	Partly Cloudy/Warm		
2-Aug-25	12:30PM	Sat	8	7	-	1	4	20	31%	Sunny/hot		
3-Aug-25	12:30 PM	Sun	11	4	-	7	12	34	52%	Sunny/hot		
4-Aug-25	12:30 PM	Mon	4	2	-	1	12	19	29%	Hazy/hot		
5-Aug-25	12:30 PM	Tue	2	2	-	1	12	17	26%	Hazy/warm		
6-Aug-25	12:30PM	Wed	1	2	1	1	8	13	20%	Hazy/warm		
7-Aug-25	12:30PM	Thu	5	2	-	1	12	20	31%	Sunny/hot		
8-Aug-25	12:30PM	Fri	8	5	-	1	15	29	45%	Hazy/hot		
9-Aug-25	12:30PM	Sat	9	13	-	3	13	38	58%	Sunny/hot		
10-Aug-25	12:30PM	Sun	8	11	-	3	14	36	55%	Sunny/hot		
			-	-	-	-	-	-	0%			
			-	-	-	-	-	-	0%			
29-Aug-25	6:00PM	Fri	-	-	-	-	6	6	9%	Partly Cloudy/Warm		
30-Aug-25	9:00AM	Sat	7	12	-	3	12	34	52%	Partly Sunny/warm	2 Goodhue parking tags	
31-Aug-25	1:00PM	Sun	-	35	-	-	14	49	75%	Sunny/warm		
1-Sep-25	9:00AM	Mon	5	7	-	-	9	21	32%	Partly Cloudy/Warm		



Housing Policy, Data, Regulatory Audit, and Housing Forum Takeaways

August 2025

Housing Audit

What is it?

- Includes a review of *Imagine Meredith Draft Vision and Future Land Use Strategy*, and components of the emerging Community Plan (*2023 Housing Needs Assessment, 2023 Housing Survey Results*, the *2024 Existing Conditions Report*, and the *2024 Outreach and Engagement Report*) to identify housing related issues and recommendations.
- Evaluated how local policies, regulations, and zoning practices influence ***housing development and affordability***.
- Compared against ***existing land use regulations*** in Meredith and potential regulatory strategies.
- Builds off the ***Phase 1 HOP Grant***.

Why complete an audit?

- To identify ***gaps and inconsistencies*** that exist between existing policies and regulatory documents.
- These findings will ***help inform the writing of the Community Plan*** and refine future strategies and actions.

Housing Audit

This Housing Audit Presentation is broken into two sections:

- ✓ Section 1 – Data and Policy Review
- ✓ Section 2 – Regulatory Review and Potential Changes
- ✓ Section 3 – Summary of Potential Changes



Section 1 – Data and Policy Review:

Imagine Meredith 2035 Community Plan Findings

- The **draft future land use strategy** focuses on increasing housing variety in all areas of the community, with a focus on compatible housing solutions, year-round housing, focusing future development where infrastructure exists, mixed use development, and balancing housing with natural resource protection.
- The **draft vision** explicitly mentioned affordable housing as a critical need, emphasizes thoughtful planning, balances future development with preserving small town character, and notes a community commitment to inclusivity and collaboration.
- Participants emphasized the need to expand affordable and senior-friendly housing, support multigenerational living, and allow more diverse housing types such as accessory dwelling units, smaller homes, and mixed-use buildings in the **outreach and engagement** that was conducted for the Community Plan.

Section 1 – Data and Policy Review:

- **2023 Housing Needs Assessment Key Data**
 - **Meredith is growing older and smaller households are more common.**
 - The number of residents over age 65 has grown significantly, while the number of children under 18 declined by 30%. Smaller one- and two-person households—especially renters—are now more prevalent.
 - **Housing costs are outpacing local wages.**
 - Jobs in retail, food service, and hospitality account for over half of Meredith's employment, yet wages in these sectors are not sufficient to afford median housing costs in town.
 - Rising prices have pushed many workers out of the market. Some employers have resorted to buying homes to house their employees and offer below-market rents.

Section 1 – Data and Policy Review:

- **2023 Housing Needs Assessment Key Data**
 - **Single-family homes dominate the housing stock—and prices have surged.**
 - Since 2012, the median sale price of single-family homes rose by 73%, reaching \$450,000 in 2022. Demand continues to outpace supply, fueling affordability concerns.
 - **Rental housing is limited and increasingly unaffordable.**
 - Rental vacancy rates dropped to 0.5% in 2022, while rents increased by 36% since 2010, placing significant strain on low- and moderate-income households.
 - **Short-term rentals are reducing year-round housing availability.**
 - Short-term rentals increased by over 150% between 2018 and 2022, with high occupancy and rising daily rates, contributing to reduced availability and higher prices for year-round housing.

Section 1 – Data and Policy Review:

- **2023 Housing Needs Assessment Key Data**
 - **Seasonal and investor ownership is high in waterfront and condo units.**
 - Over 70% of these properties are owned by non-residents, suggesting they are used for seasonal or investment purposes, reducing year-round housing options.
 - **There is a significant affordability gap for low-income households.**
 - There is a shortage of over 200 housing units affordable to households earning less than 50% of Area Median Income (AMI)—many of which have shifted to seasonal or investor use.
 - **Local workers are increasingly priced out of living in Meredith.**
 - The income gap between renters and owners is stark, with renters earning less than half the median income of owners. Most local service workers earn below 80% of AMI and cannot afford to live where they work.

Section 1 – Data and Policy Review:

- **Additional Input - 2023 Housing Survey Findings – 124 Responses**

- Housing costs are viewed as unaffordable.
- Short-term rentals are seen as reducing year-round housing availability.
- Zoning is perceived as a barrier to housing variety.
- There is demand for housing that supports aging in place.
- Housing options for young families are limited.
- Seasonal and investor-owned homes affect neighborhood stability.
- Workforce housing is considered essential for local employers.
- Preferred locations for housing include areas with infrastructure.
- New development should reflect existing character.
- There is support for proactive municipal strategies.

Section 1 – Data and Policy Review:

Findings Across Document and Policy Review

Housing affordability is a top concern.

Across all documents and engagement activities, rising home prices, rental costs, and income gaps were consistently cited as barriers for local workers, seniors, and young families.

There is strong demand for more diverse housing types.

Community input and document review both emphasized the need to move beyond traditional single-family homes to include options like accessory dwelling units (ADUs), townhomes, duplexes, and mixed-use buildings.

Limited rental housing and workforce options are a challenge.

Meredith's low rental vacancy rate, aging housing stock, and wage constraints have made it difficult for service workers and lower-income households to find stable, affordable housing.

Section 1 – Data and Policy Review:

Short-term rentals had been reducing year-round housing availability, yet this trend may be lessening with new policies put in place.

Multiple reports and engagement findings identified the growing presence of short-term rentals as a factor limiting housing stock for full-time residents.

Draft Planning documents support aligning housing with land use and community character.

Draft vision, land use, and action materials reflect a desire to integrate housing into walkable, mixed-use areas while preserving rural and scenic qualities elsewhere in town.

Community input reinforces a preference for thoughtful, inclusive housing solutions.

Respondents to outreach initiatives expressed support for proactive municipal action—such as zoning updates, incentives, and public-private partnerships—to address local housing challenges in ways that reflect Meredith’s values.

Section 2 – Regulatory Review and Changes

Observations – Types of Housing Allowed Throughout Meredith

- **Single-family homes and accessory apartments** are permitted in most districts, making these easier to build from a regulatory standpoint.
- **Duplexes** are permitted in many districts and allowed by special exception in others. Consider shifting this approval process to a conditional use permit instead, which would give the planning board more flexibility and authority. The forestry and conservation district is the only district that prohibits duplexes. Consider allowing by special exception or CUP in this district as well.
- **Multi-family dwellings** are permitted in a few districts and allowed by special exception in one district. Again, the conditional use permit may be considered instead of special exception for the benefits noted above.
- **No housing related uses** are allowed in the Business and Industry zoning district. Consider allowing **multi-family dwellings** in the Business and Industry District by SE or CUP.

Section 2 – Regulatory Review and Changes

Observations – Types of Housing Allowed Throughout Meredith

- Meredith has established more stringent regulations for **short term accessory apartment rentals**, allowing it only by special exception in all districts. This is an attempt to increase year-round housing stock in town.
- It's unclear how **mixed-use housing developments** are categorized. Consider better defining mixed-use within the zoning ordinance and encourage where appropriate.
- Clarify that **conversions of single-family to multi-family** are permitted.
- The **Central Business District, Route 3 District, and Residential District** all have the potential to accommodate some infill and redevelopment projects over time including cottage courts, multi-use with residential on top, two-family, single-family conversions to multi-family, and possibly some triplex and quadplex housing.

Section 2 – Regulatory Review and Changes

Items for Consideration – General Provisions

- **Creation of a Workforce Housing Ordinance**
 - This should be adopted under the provisions of RSA 674:60 to reduce the chances of a lawsuit and to expand affordable housing options.
 - NHHFA reports that the Area Median Income (AMI) for Meredith is \$120,300 and a qualifying workforce housing unit purchase price is approximately \$381,500. For rental properties, maximum income is 60% of AMI (\$64,960) with rents capped at \$1,620/month including utilities. An incentive to generate more affordable housing at less than 60% AMI should be explored.
- **Accessory Apartments**
 - The owner-occupancy requirement mandates that the property owner reside in either the principal or accessory dwelling, which can limit ADU viability for rental housing and enforcement is often difficult. Consider removing this requirement to improve housing flexibility while still ensuring regulatory oversight.
 - Consider removing the requirement for a detached accessory apartment to have another accessory use to better comply with recent statutory changes.

Section 2 – Regulatory Review and Changes

Items for Consideration – General Provisions

- **Minimum Lot Size Requirements**
 - Minimum lot size notes only single family or duplex allowed on a lot. This provision limits design options for housing and should be deleted.
- **Maximum Lot Coverage**
 - Consider increasing lot coverage requirements in commercial districts, particularly because drainage technology and applications have improved significantly in recent years, improving treatment and infiltration. Currently lot coverage requirements are 65-75%. Higher lot coverage increases opportunities for multi-family housing.
- **Lot Frontage**
 - Consider allowing back lots with 20 feet of frontage with a maximum of 4 housing units. Possibly allow two through CUP process and allow for 2 more if they are designated as Workforce units.
- **General Purpose Statements**
 - For residential zoning districts, call out housing diversity, rather than just single-family homes.

Section 2 – Regulatory Review and Changes

Items for Consideration – General Provisions

- **Article XIX Architectural Design Ordinance**
 - *Have these provisions had an impact on multi-family costs in order to comply?*
- **Non-Conforming Uses**
 - To make it easier to rebuild a home, consider increasing the time frame to rebuild to 1 ½ - 2 years, as the insurance industry is known to take a very long time to finalize claims.
- **Mobile Home Parks**
 - Ensure it is clear that this type of development can expand under the new NH legislation. Also – allow for the redevelopment of existing parks into other types of housing developments.
- **Affordable Housing**
 - Affordable housing definition is dated. Utilize NH statute to update definition.
- **Village Housing Provision**
 - This provision is confusing and should be clarified. It appears to only allow the addition of 1 housing unit.

Section 2 – Regulatory Review and Changes

Items for Consideration – General Provisions

- **Conservation Subdivision Design Ordinance**
 - Currently, a conservation subdivision design is allowed by conditional use permit. Consider allowing by right if the standards are met.
 - Require open space that is set aside to be publicly accessible.
 - Currently, the number of lots or units resulting from a conservation subdivision, including incentive bonuses, cannot exceed the maximum number permitted by the underlying district density restrictions. This may limit the potential for bonuses that make this development attractive to developers.
 - Consider adjusting buffer standards to require less along the sides and rear, and more along the primary road frontage.
 - Consider adding an incentive bonus for providing workforce housing as a % of the units.
 - Maximum road length is not realistic.
 - Promote or require this tool in the rural zoning districts in town.
 - *Questions - has this provision been used? If not, why?*

Section 2 – Regulatory Review and Changes

Items for Consideration – District Dimensional Standards

- **Lot Size, Frontage, and Setback Requirements**
 - Across all districts, review setback and frontage requirements and consider new standards that better correspond to the goals of each district.
 - Consider eliminating lot size and setback requirements in the Central Business and Route 3 South districts to increase density in these areas. If eliminating lot size requirements is not feasible, consider reducing the 10,000 square foot lot size requirement in the Central Business District to 5,000 square feet. Consider increasing building height requirement to 55 feet.
 - Consider reducing lot area requirements from 3 to 2 acres in the Forestry and Rural District. Also consider allowing Class II lots to have less than an acre of land (decrease from required 65,000 square feet).
 - In the Meredith Neck District, consider allowing duplexes by SE or CUP on 2 acres for class I & II lots provided at least one unit is Workforce.
 - In the Residential District, consider increasing density for multi family dwellings on class I & II lots.
 - In the Lake Waukewan Watershed Overlay, the provision appears to overrule underlying multi-family density in areas with sewer. Given the limited areas served by sewer, this restriction should be reviewed more closely in consideration of providing more opportunities for the creation of multi-family housing.

Section 2 – Regulatory Review and Changes

Items for Consideration – District Dimensional Standards

- **Unit Per Area Requirements – Non-Waterfront Lots**
 - Consider increasing non-waterfront per unit area requirements under Utility class I & II.
 - Affordable housing cannot be constructed with densities limited to 2 & 4 units per acre.
- **Class I – III Utilities Language**
 - Section is confusing relative to Class I – III utilities and associated lot requirements for duplexes and other uses. It should be updated and clarified.
- **Form Based Code**
 - Consider a more visual, user-friendly, and enforceable Form-Based Code for the Central Business District.

Section 2 – Regulatory Review and Changes

Other Items to Consider

- **Home Occupancy Childcare Facilities**
 - State law amended, in home childcare now allowed by right or through planning board CUP process. HB1567, alters RSA 672:1,v-a and RSA 674:16, VI. Ensure local regulations adhere to this.
- **Sign Ordinance**
 - Ensure sign ordinance adheres to US Supreme Court case relative to signs (Reed v. Town of Gilbert).
- **Erosion Control Ordinance**
 - This ordinance is dated and should be removed from zoning and inserted in subdivision and site plan review regulations.
- **Floodplain Ordinance**
 - FEMA is updating ordinances. Check with Office of Planning and Development (OPD) to assess impacts of this to local regulations.
- **Shoreline Setbacks**
 - Consider aligning the local shoreline setback requirement to match the state (65 feet).

Section 2 – Regulatory Review and Changes

- **Subdivision Regulations**

- Move road standards from zoning ordinance to subdivision regulations.
- Section 3 Definitions: Update abutter definition to comply with changes under HB1359, reference RSA 672:3 as amended. Update subdivision definition, reference RSA 672:14. Update wetland definition, refer to zoning.
- Amend Section 4.14 Board Action to be consistent with RSA 676:4, 65 day review period.

Section 2 – Regulatory Review and Changes

- **Subdivision Regulations**

- Amend Section 4.17 Technical Review Fees. This Section can be significantly streamlined; the Planning Board has the authority to hire consultants to review plans/studies under RSA 676:4 (g) which can be summarized in a few sentences.
- Section 4.18 Letter of Credit: Must be updated to comply with RSA 674:36 III, a number of security provisions are provided for, and an applicant has the ability to begin the construction of a subdivision without security in place if a building permit has not been applied for and/or lots are not sold.
- Section 4.19 Board Action: Review period is 65 days not 90 days per RSA 676:4. Provision relative to selectmen review must be updated reflect recent changes to statute.
- Section IX: Road; consider allowing for low volume roads to have a pavement width of 20 feet, reducing grading disturbance and drainage impacts.

Section 2 – Regulatory Review and Changes

- **Site Plan Review Regulations**

- Amend Section V, B Technical Review Fees. This Section can be significantly streamlined; the Planning Board has the authority to hire consultants to review plans/studies under RSA 676:4 (g) which can be summarized in a few sentences.
- Amend Section X Performance bond to adhere to the provisions of RSA 674:44. IV.
- Amend Section XV, parking standards, consider reducing the size of a parking space to 9 x 18 which reduces drainage impacts.

Section 3 – Summary of Potential Changes

- Expanding permitted housing types where appropriate.
- Improving administrative processes for allowing a greater diversity of housing types and to simplify development review process.
- Improving workforce/affordable housing regulations.
- Aligning housing goals with district goals.
- Improving the conservation subdivision design ordinance.
- Across all districts, reviewing setback, frontage, and lot size requirements and considering new standards that better align district standards with housing goals.

Section 3 – Summary of Potential Changes

- Clarifying and simplifying regulations.
- Aligning regulations with state statute and court cases.
- Removing barriers to housing development such as amending parking standards, adjusting road width requirements, etc.

Section 2 – Regulatory Review

Permitted Housing Types by District

Housing Type	Zoning District									
	Forestry & Cons	Forestry & Rural	Meredith Neck	Residential	Shoreline	Comm – Route 3 S	Central Business	Comm – Meredith Center	Business & Industry	
SF Detached Dwelling	P	P	P	P	P	P	P	P	P	No housing related uses allowed
Accessory Apartment	P	P	P	P	P	P	P	P	P	
Accessory ST Rental	SE	SE	SE	SE	SE	SE	SE	SE	SE	
Mobile Home Subdivision		P	P	P						
2-Family Dwelling		SE	SE	P	SE	P	P	P	P	

Section 2 – Regulatory Review

Permitted Housing Types by District

Housing Type	Zoning District									
	Forestry & Cons	Forestry & Rural	Meredith Neck	Residential	Shoreline	Comm – Route 3 S	Central Business	Comm – Meredith Center	Business & Industry	
Mobile Home Parks		SE		SE						No housing related uses allowed
Assisted Living Care		SE								
Multi-Family Dwellings				SE	P	P	P			
Group Homes				SE	SE	SE	SE			
Nursing & Convalescent Homes				SE		SE	SE			

Section 2 – Regulatory Review

Dimensional Standards by District

District	Dimensional Standards										
	Utility Class	Minimum Lot Size/Net Density	Minimum Road Frontage	Minimum Shore Frontage	Minimum Lot Width (Avg)	Minimum Front Setback	Minimum Side Setback	Minimum Rear Setback	Max Building Height	Max Lot Coverage	
Forestry and Conservation District											
Waterfront	III	10 ac	50'	150'		65'	20'	30'	38'	25%	
Non-Waterfront	III	10 ac	50'	NA		40'	30'	40'	45'	25%	
Forest and Rural District											
Waterfront	III II I	3 ac 65,000 s.f.	50'	150'	150'	65'	20'	30'	38'	25%	
Non-Waterfront	III II I	3 ac 65,000 s.f.	50'	N/A	150'	40'	30'	40'	45'	25%	

Section 2 – Regulatory Review

Dimensional Standards by District

District	Dimensional Standards										
	Utility Class	Minimum Lot Size/Net Density	Minimum Road Frontage	Minimum Shore Frontage	Minimum Lot Width (Avg)	Minimum Front Setback	Minimum Side Setback	Minimum Rear Setback	Max Building Height	Max Lot Coverage	
Meredith Neck											
Waterfront	I, II, III	3 ac	50'	150'	150'	65'	20'	30'	38'	25%	
Non-Waterfront	I, II, III	3 ac	50'	NA	150'	40'	30'	40'	45'	25%	
Residential											
Waterfront	III II I	40,000 s.f. 20,000 s.f. 10,000 s.f.	50'	150'	150'	20' 10' 10'			38'	30%	
Non-Waterfront	III II I	40,000 s.f. 20,000 s.f. 10,000 s.f.	50'	N/A	150' 100' 75'	30' 30' 20'	20' 10' 10'	40' 40' 40'	45'	30%	

Section 2 – Regulatory Review

Dimensional Standards by District

District	Dimensional Standards										
	Utility Class	Minimum Lot Size/Net Density	Minimum Road Frontage	Minimum Shore Frontage	Minimum Lot Width (Avg)	Minimum Front Setback	Minimum Side Setback	Minimum Rear Setback	Max Building Height	Max Lot Coverage	
Shoreline											
<i>Waterfront</i>	III	40,000 s.f.	50'		150'	65'	20'	30'	38'		
	II	40,000 s.f.									
	I	40,000 s.f.									
<i>Non-Waterfront</i>	III	40,000 s.f.	50'	NA	150'	30'	20'	40'	38'	30%	
	II	30,000 s.f.									
	I	25,000 s.f.									
Lake Waukewan Waterfront											
<i>Waterfront</i>	III	4 ac.	50'	150'	210'	65'	20'	30'	38'		
	II	4 ac.			210'						
	I	2 ac.			210'						

Section 2 – Regulatory Review

Dimensional Standards by District

District	Dimensional Standards										
	Utility Class	Minimum Lot Size/Net Density	Minimum Road Frontage	Minimum Shore Frontage	Minimum Lot Width (Avg)	Minimum Front Setback	Minimum Side Setback	Minimum Rear Setback	Max Building Height	Max Lot Coverage	
Central Business											
Waterfront	III	40,000 s.f.	50'	150'	150' 100' 100'	30'	10'	20'	45'	65% (SE)	
	II	20,000 s.f.									
	I	10,000 s.f.									
Non-Waterfront	III	40,000 s.f.	50'	NA	150' 100' 100'	30'	10'	20'	45'	65% (SE)	
	II	20,000 s.f.									
	I	10,000 s.f.									
Commercial Route 3 South											
Non-Waterfront	III	40,000 s.f.	50'	N/A	150'	50'	10'	20'	45'	26%	
	II	20,000 s.f.									
	I	10,000 s.f.									

Section 2 – Regulatory Review

Dimensional Standards by District

District	Dimensional Standards										
	Utility Class	Minimum Lot Size/Net Density	Minimum Road Frontage	Minimum Shore Frontage	Minimum Lot Width (Avg)	Minimum Front Setback	Minimum Side Setback	Minimum Rear Setback	Max Building Height	Max Lot Coverage	
Commercial/Meredith Center											
Non-Waterfront	III II I	40,000 s.f. 20,000 s.f. -----	50'	NA	150'	30'	10'	20'	45'	65%	
Business/Industry											
Non-Waterfront	III II I	1 ac.	50'	N/A	150'	30'	25'	25'	45'	75%	



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

Subject: Visitor and Resident Comments

Board Chair opens the meeting to public for comment.



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

Subject: Select Board Reports and Comments

Board Chair recognizes Board Members for reports and comments.



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of September 8, 2025**

Subject: Nonpublic Session

Suggested Motion to Enter Nonpublic Session:

Selectboard member moves, *"I move the Meredith Selectboard enter into nonpublic session under RSA 91-A3 II (a) the dismissal, promotion or compensation of any public employee or the disciplining of such employee, or the investigation of any charges against him or her, unless the employee affected (1) has a right to a public meeting, and (2) requests that the meeting be open, in which case the request shall be granted."*

Selectboard Chair calls for a second, discussion and **ROLL CALL** vote.

Suggested Motion to Exit Nonpublic Session:

Selectboard member moves, *"I move the Meredith Selectboard exit nonpublic session."*

Selectboard Chair calls for a second, discussion and **VOICE** vote.

In public session, Suggested Motion to Seal the Minutes:

Selectboard member moves, *"I move the Meredith Selectboard seal the minutes of the 8/11/25 nonpublic session because it is determined that the divulgence of this information likely would render a proposed action ineffective."*

Selectboard Chair calls for a second, discussion and **ROLL CALL** vote.