

MEREDITH SELECT BOARD
MEETING AGENDA
Meredith Community Center - 1 Circle Drive
October 27, 2025 at 4:30pm

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

PLEDGE OF ALLEGIANCE

PRESENTATION – HOUSING CHAMPION AWARD

AGENDA ITEM 1. APPROVAL OF MEETING MINUTES – page 1

AGENDA ITEM 2. WORKSHOPS – page 7

- A. Sewer Asset Management Plan & Rate Presentation (Superintendent Bordeau) – page 7
- B. Family Promise of the Lakes Region (Manager Milner) – page 33
- C. Hazard Mitigation Update (Manager Milner/Chief Harper) – page 54
- D. Meredith Goal Setting Summary (Manager Milner) – page 59

AGENDA ITEM 3. BUSINESS – page 69

- A. Community Power Agreements (Manager Milner) – page 69
- B. Appointment – page 71

AGENDA ITEM 4. TOWN MANAGER'S REPORT – page 74

AGENDA ITEM 5. VISITOR AND RESIDENT COMMENTS – page 114

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AGENDA ITEM 7. NONPUBLIC – page 116

ADJOURNMENT AT ____{time}____

Next meeting: November 10, 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 October 27, 2025**

From: Kerri Parker, Recording Clerk

Subject: Selectboard to consider approving meeting minutes

Suggested Motion:

Selectboard member moves, *"I move that the Selectboard approve the minutes of the October 6, 2025 Selectboard meeting and the nonpublic session minutes of the August 25, 2025, September 8, 2025 and October 6, 2025 meetings."*

Selectboard Chair calls for a second, discussion and vote.

Attachments/Exhibits:

Applicable public minutes

1 MEREDITH SELECT BOARD MEETING MINUTES

2 October 6, 2025

3

4 Chairperson Mike Pelczar called the meeting to order at 430pm with members present Selectperson
5 Jim Gregoire, Selectperson Lynn Leighton, Vice Chairperson Steve Aiken, Chairperson Mike Pelczar,
6 Town Manager Judie Milner, Recording Clerk Kerri Parker, Selectperson Jeanie Forrester absent with
7 notice.

8

9 PLEDGE OF ALLEGIANCE led by Selectperson Jim Gregoire

10

11 APPROVAL OF MEETING MINUTES Selectperson Jim Gregoire motioned to approve the minutes of
12 September 22, 2025, public meeting with corrections, seconded by Selectperson Lynn Leighton,
13 approved.

14

15 **WORKSHOPS**

16 Water Asset Management Plan & Rate Presentation

17 Jason Bordeau introduced Katie Curtis from DES and Sean Osborne. Katie Curtis spoke about the grant
18 that the town received for the Water Asset management Plan. Explaining what we have and how we
19 maintain it and the long term goals are to continue to maintain it. Sean Osborne, from OSD presented
20 the report of what he called a team effort between his office and many individuals from Town Hall to
21 determine "what you want, why do you want it and what do you already have and how to pay for it.
22 The overview of the Asset Management Plan consists of the Purpose which was to assess and prioritize
23 the infrastructure needs for the water department funded by the \$100,000 NEDES grant. The town
24 covers 45 % of Meredith population which is approximately 3500 people via 1165 connections. Some of
25 the Key findings and recommendations with Lake Waukewan being the primary water source there is
26 always a threat from recreational use cyanobacteria. The Town should look at Backup options such as
27 an emergency interconnection with Laconia, a portable reverse osmosis system from Lake
28 Winnipesaukee and groundwater sources such as Prescott Park well and exploratory wells. The plant
29 has a capacity of 1.0 MGD and was built in 1988 and has many issues such as four Trident treatment
30 units that are beyond useful life and need full rebuilt. Motor Control Center is outdated and at high risk
31 of failure, also several pumps have been replaced or need to be replaced. The 1.5 million-gallon
32 prestressed concrete tank on Ladd Hill is in good condition, but the recommendation is to add a second
33 tank for redundancy, possibly near Barnard Ridge Rd. The distribution system consists of 17 miles of
34 mains, 150 hydrants, and 730 valves, consisting of 70% ductile iron, PVC 25 % AC pipe, 5% cast iron.
35 Planned projects are the Route 25 water main replacement and Main Street water main upgrade.
36 Planning a Budget for 2 full-time techs, 1 part-time tech, chief operator, and superintendent. Currently
37 the flat quarterly billing has been unchanged since 2013 and each year the water department is not
38 self-funding and suggesting an increase of rates by 825-8.5 % annually for 8 years which is estimated
39 impact of \$85.00 per year increase for a typical household. This would cover the Operating and
40 Maintenance costs, capital loan repayment and build a \$100,000 annual surplus maintaining a uniform
41 rate structure for now and consider tiered rates later. The Lead service line Project is underway with
42 the \$800,000 DWSRF loan/grant approved with the projected inventory and replacement work to be
43 completed by 2028.

45 They are looking at increasing Community Engagement with FAQs and project updates listed on the
46 website, offering school tours and summer camps tours at WTP and having a Ramp cleanup day with
47 Waukewan Watershed Alliance as well as promoting the conservation of water.
48

49 Selectperson Jim Gregoire asked for Clarification on the amount per year the increase would be.
50 Vice Chairperson Steve Aiken and Chairperson Mike Pelczar felt that the presentation was extremely
51 beneficial for the board to understand and there may be more questions further once they have a
52 chance to really look at this report.

53 Vice Chairperson Steve Aiken asked if there would be a way to have an outreach program to educate
54 the public who are on the water system ways to conserve.

55 Town Manager Judie Milner asked if the town has the capacity to increase customers, which was
56 answered in the affirmative but no definitive as to whether it would make it more profitable for the
57 town.

58

59

60 Community Power Presentation

61 Voters approved the Meredith Community Powers Electric Aggregation Plan at the 3/12/25 town
62 meeting. The PUC accepted the plan on June 9, 2025.

63 Bill Haley, from the Meredith Energy Committee introduced Andrew Hatch Engagement Manager,
64 Community Power Coalition of New Hampshire (CPCNH) to brief the Select Board on the final step
65 required for Meredith to move forward with joining the Community Power Coalition of New Hampshire
66 (CPCNH) — though no commitment is made until rates are lower than those of the New Hampshire
67 Electric Cooperative (NHEC).

68 He reviewed the key points which is Meredith's Community Power Plan has been approved by both the
69 town and the NH Public Utilities Commission. The final step before participation is approving two
70 agreements: Cost-Sharing Agreement and Member Services Contract. CPCNH's current rates do not
71 beat NHEC's, but rates are reset every 6 months. The next rate period will be February–July 2026, with
72 updated rates known by December 2025. Meredith will only join if CPCNH's rate is advantageous.

73 Contracts are standardized across all 60+ coalition members but do not obligate Meredith to launch
74 community power until the Select Board decides to proceed. Governed by policies on risk

75 management, financial reserves, retail rates, and data security. Policies Overview: Energy Portfolio

76 Risk Management: Controls market risk through hedging and oversight. Retail Rates Policy: Sets

77 renewable energy content and rate structure (currently aligns with utilities). Financial Reserves Policy:

78 Builds coalition stability; long-term goal to become a load-serving entity for lower power costs. Data

79 Security: Protects customer privacy; no marketing use or granular data sharing with towns. Cost

80 Sharing: Costs distributed fairly based on each community's energy load. No taxpayer funds or

81 liabilities to the town. Implementation costs are minimal and shared among early members.

82 Operational Notes: The town will appoint an Authorized Officer to act as liaison and make

83 procurement decisions Contracts can be terminated without penalty before power procurement; after

84 that, termination follows a 36-month rolling window (maximum horizon). Next Steps: Review and

85 consider the Cost-Sharing and Member Services agreements. Await December rate update to

86 determine if participation is financially favorable. No immediate action required; this session was

87 informative.

88

89 Andrew Hatch of the Community Power Coalition of New Hampshire (CPCNH) updated the Board on
90 the next steps for Meredith Community Power. He explained that approving the cost-sharing and
91 member services agreements is the final step before the town could join CPCNH, though doing so
92 would not oblige participation. Meredith will only move forward if CPCNH's future rates, to be set in
93 December for 2026, are lower than New Hampshire Electric Cooperative's rates.

94

95 BUSINESS

96 Hesky Park Sign

97

98 Public Works Director Mike Faller revisited the proposal for an electronic sign at Hesky Park, estimating
99 a total cost of about \$42,500 including electrical upgrades. He stated the sign would allow year-round
100 messaging for town and community events, be remotely managed, and automatically dim at night.
101 Director Faller requested that funding be considered in the 2026 budget, noting community support
102 from groups such as Rotary.

103 Board members discussed whether the sign is the most effective or cost-efficient communication tool,
104 suggesting the town explore digital options such as a website, email, or text alert system before
105 committing to the purchase. No action was taken.

106 2025 Tax Rate Setting Discussion Administrative Finance Director Robert Carpenter

107 Robert Carpenter gave an overview of where things stand as the town prepares to set the new tax rate.
108 The MS-1 has been submitted, and work continues with DRA to finalize revenues for state funding,
109 including meals and rooms tax, highway block grant, and education aid.

110 The draft MS-535 shows an unassigned fund balance of about \$7.6 million, with \$1.1 million already
111 set aside for trust funds, leaving roughly \$6.5 million. That puts the town at about 13.5%, right in the
112 healthy range of its fund balance policy.

113 Robert noted that level funding is not realistic this year given ongoing capital needs, such as water and
114 sewer improvements. The town will likely set the tax rate at the October 27 or November 10 meeting,
115 once school and county numbers are finalized.

116 He commended staff for strong financial management—especially maintaining a fund balance that
117 keeps the town from needing tax anticipation notes each year.

118

119 TOWN MANAGER'S REPORT

120 Shout Outs / Recognitions:

121 • Ralph Chick – acknowledged for full-time service with the Fire Department.

122 • Officer Mike Rand – retiring after 11 years of service; pursuing a career in construction
123 management.
124 • Chief Harper – hosted a two-day law enforcement training and updated police department
125 policies to qualify for state accreditation.
126 • Chief Jones – awarded \$3.4M in AFG grants for New England communities and fire
127 departments.
128 • Officer Kevin Millar – completed field training and now serves independently on patrol.
129 • Officer Jennifer Bello – completed final accident reconstruction course and is now a certified
130 accident reconstructionist.
131 • Superintendent Bordeau/ Contractors – Ambrose Construction and Rowell's recognized for
132 prompt assistance with a sewer leak.
133 • Planner LaBrecque—due to her hard work the Town has received Housing Champion
134 designation, enhancing the eligibility and points for state grants.
135 • City Manager Kirk Beattie – acknowledged for hosting annual leadership training attended by
136 the management team.

137 Other Updates:

138 • First trash haul has been completed. And the MOU with New London has been signed and the
139 conflict of interest waived by the shared attorney.
140 • The Budget workshops are scheduled in the Humiston Building conference room the
141 superintendent has been very accommodating.

143 VISITOR AND RESIDENT COMMENTS none

145 SELECT BOARD REPORTS AND COMMENTS

146 Selectperson Lynn Leighton attended the Imagine Meredith meeting on September 23rd, as well as
147 attending the Meredith Planning Board Housing Regulatory Workshop that was informative on the
148 30th. She also attended and competed in the Police Corn Hole Tournament, and her team placed 9th
149 out of 41 teams. It was a great time and a wonderful fundraiser for the Police Department.

150 Chairperson Mike Pelczar moved the Meredith Selectboard enter nonpublic session under RSA 91-A3 II
151 (L) the consideration of legal advice provided by legal counsel, either in writing or orally, to one or more
152 members of the public body, even when legal counsel is not present, Selectperson Jim Gregoire
153 seconded, all in favor
154 Roll call vote.

155 Selectperson Jim Gregoire Yes

156 Selectperson Jeanie Forrester Absent

157 Selectperson Lynn Leighton Yes

158 Vice Chairperson Steve Aiken Yes

159 Chairperson Mike Pelczar Yes

161 Entered Non Public 6:27pm

162 Returned to Public At 6:48pm

163 ADJOURNMENT AT 6:49pm

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166 Next meeting: October 27, 2025

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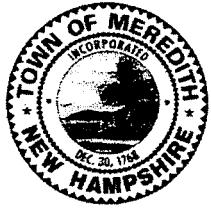
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**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025**

From: Jason Bordeau Water/ Sewer

Subject: Waste Water Asset Management presentation

Suggested Motion:

No motion

Selectboard Chair calls for a second, discussion and vote.

Recommendation:

Support in implementing the recommendations of the Wastewater management plan

Background/Discussion:

In 2024 the water department was awarded a grant to study and prioritize the needs of the infrastructure, repairs and maintenance of the Sewer Department. This presentation outlines the future needs of the sewer department.

Fiscal Impact:

With the current field conditions/infrastructure in need of maintenance and repairs in all areas, there will be an increase in costs for the department

Concurrences:

Alternatives:

Nonsupport for implementing the new plan may result in higher replacement and maintenance costs in the future.

Attachments/Exhibits:

DRAFT SEWER ASSET MANAGEMENT PLAN

Meredith Sewer Department
Meredith, New Hampshire

Asset Management Plan

October 2025

OSD LLC

1844 B Massachusetts Ave, Suite 2
Lexington, MA 02420
T: 781-568-4636 | F: 781-538-4637

OSD LLC

October 22, 2025

Jason Bordeau
Superintendent
Town Of Meredith Water & Sewer
50 Waukewan Street
Meredith, NH 03253

Subject: Wastewater Asset Management Plan

Dear Mr. Bordeau:

OSD LLC is pleased to submit this wastewater asset management plan for the Meredith Sewer Department. This work was completed in accordance with our agreement and the New Hampshire Department of Environment Services (NHDES) Asset Management Grant Program.

In conjunction with you and your staff, we used CivicPlus, formerly known as Beehive Industries, asset management software to document the asset assessment portion of this project.

It has been a pleasure to work with you and your staff on this plan. We wish to express our appreciation to the Town of Meredith for their participation in this project and for their help in collecting information and data.

The sewer rates have not been raised since 2013 and will need to be increased to meet the current budget requirements and to fund the capital and maintenance plans recommended in this report. The 2025 sewer budget was \$1.4 million. The sewer budget is projected to be over \$2 million in 2036.

The projected budget reflects the true cost of operating and maintaining the sewer system. This includes funding capital projects and deferred maintenance projects as well as full implementation of a proactive maintenance program. This work reduces operating risks and addresses Meredith's infrastructure challenges.

As part of the asset management plan, we looked at future financial requirements for the next 10 years and potential funding sources. The primary revenue sources for Meredith are user fees and reserve funds. Additionally, a portion of the long-term debt is shared by the Meredith taxpayers.

To protect the affordability of water for basic needs and to recognize the benefits that all taxpayers of the Town of Meredith receive from water and sewer services provided in the downtown area, long term debt costs are borne by both taxpayers and water and sewer rate payers with rate payers paying 69% of the cost and taxpayers the remaining 31%. The Route 25

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sewer main project is one of the two proposed capital projects. With a preliminary budget of \$750,000, the taxpayers would be responsible for loan payments on 31% or \$232,500. The estimated annual debt service would be less than \$19,000 the first year.

Please note that the Sewer Reserves account is currently being used to pay for expenses that cannot be paid by the income received from water user fees and charges. The average revenue from 2020 to 2023 for the sewer department has been \$1,012,000. The average expenses during that period were \$1,040,000.

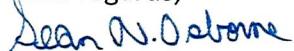
The Water Systems Improvements Expendable Trust Fund (ETF) could have been used to pay for some of the scheduled projects; however, in September 2021, the Capital Improvements Program (CIP) Advisory Committee recommended that the Water System Improvements ETF be closed and that those funds be reallocated to the DPW Equipment Replacement ETF. In 2022, Town Meeting approved this recommendation of the CIP Advisory Committee to transfer \$252,085 funds to the DPW Equipment ETF.

It is recommended that the Select Board consider increasing the sewer rates by 9% annually for the next 8 years to get the wastewater rates to a level that meets the projected revenue requirements of the department.

We also recommend that the non-metered flat rate be increased from \$137.48 to \$222.14, which is the current quarterly sewer bill for a single-family home with annual residential water use of 90,000 gallons per year. Increasing the flat rate and indexing it to the proposed sewer rate increases more equitably shares the true cost of service among metered and non-metered sewer customers.

If you have any questions, please do not hesitate to contact our office.

Kind regards,



Sean D. Osborne, PE
Principal

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Appendix A Wastewater Collection System Map

Appendix B Wastewater Asset Assessment Summary

Appendix C Debt Sharing Position Paper

Appendix D Projected Revenue Requirements

Appendix E What's Flushable?

Section 1 Introduction

The Meredith Water and Sewer Department operates a sewer collection system which serves over 1200 customers. 822 customers are served by the municipal water and sewer systems. 400 customers are served only by the sewer system.

The sewer collection system consists of approximately 17 miles of sewer mains and five pumping stations. Over the last ten years, the collection system has extended significantly while the manpower to maintain the system has not grown. This system is part of a regional sewer system known as the Winnipesaukee River Basin Program.

The Winnipesaukee River Basin Program (WRBP) is the state-owned sewer system serving portions of the New Hampshire Lakes Region communities of Center Harbor, Moultonborough, Gilford, Meredith, Laconia, Belmont, Sanbornton, Northfield, Tilton and Franklin.

Wastewater collected from Meredith and nine other Lakes Region communities is transported via an interceptor sewer and a series of pumping stations to a treatment plant located in Franklin.

Wastewater Collection System Map is in Appendix A.

The Meredith Sewer Department received a grant to complete an asset management plan.

During the completion of this plan, we scheduled a meeting with the public and town decision makers to develop Level of Service goals and to answer the core asset management questions:

1. What is the current state of the assets?
2. What is the required, sustained level of service?
3. Which assets are critical to sustained performance?
4. What is the best “minimum life cycle cost” capital improvement plan, and operation and maintenance strategies?
5. What is the best long-term financing strategy?

We trained sewer department staff to use CivicPlus, formerly known as Beehive Industries, asset management software to update and add new assets to the asset management program.

And we provided a financial spreadsheet that incorporates the revenue requirements.

Section 2 Asset Analysis

The Meredith sewer system is composed of gravity sewer mains, force mains, manholes, and lift stations. Each of the water system's assets requires routine maintenance and rehabilitation to extend its useful life.

The sewer collection system includes approximately 17 miles of sewer main, 230 manholes and over 1400 sewer laterals.

There are also five wet well lift stations.

1. Cygnet Shores
2. Philbrook
3. Pollard
4. Route 3
5. Waukewan

A lift station, also known as a sewage lift station or wastewater lift station, moves wastewater from lower to higher elevations when gravity flow isn't possible or practical. Meredith's wet well lift stations collect wastewater in a basin (or "wet well") and use float switches or level sensors to activate pumps when the water reaches a certain level.

A summary table of the asset inventory assessment is in Appendix B.

FOG and Non-Dispersibles

The Meredith Sewer Department regularly cleans and inspects its manholes and gravity sewers. During this work, the department regularly encounters two materials that should not be discharged into the collection system: Fats, Oil and Grease (FOG) and non-dispersibles/non flushables such as wipes. These substances impact the costs associated with system maintenance and operation and can lead to clogs and system failures which result in sanitary sewer overflows.

Per Sections 504 of the Meredith Sewer Ordinance, grease and oil traps shall be provided when, in the opinion of the Town, they are necessary for the proper handling of liquid wastes containing excessive amounts of grease or inflammable wastes. The operation and maintenance of the grease and oil traps is the responsibility of the owner. The enforcement of this provision can be optimized by clarifying which town employees are duly authorized to inspect and enforce the installation and operation of grease and oil traps.

Non-Dispersibles / Non Flushables, currently represents one of the largest problems for wastewater utilities and their customers in the region. Many communities are facing challenges associated with managing the issues of clogging pumps due to items such as hand wipes being flushed down the toilet and other items that do not break down (disperse). The impact and costs associated with these items on collection and treatment systems is substantial.

It is recommended that the Town of Meredith improve the public education and enforcement of the use of public sewers section of the Sewer Use Ordinance to reduce FOG and non-dispersibles in the sewer collection system.

Sewer Department Staff

Sewer department staff are a critical asset. Per EPA, “For systems to properly implement an asset management program, it is first important for staff to be knowledgeable about the system and its operations.”

The sewer department is developing a robust asset maintenance program. This continuous maintenance program needs additional staff. We recommend that the budget be adjusted to fund 2 full-time technicians, 1 part-time technician, a chief operator, and a superintendent to more efficiently and effectively maintain and operate the town’s water and sewer systems.

Section 3 True Cost of Service

Sewer rates should reflect the true cost of operating and maintaining a sewer system that preserves water quality in the Lakes and Rivers of Meredith, supports tourism and recreational opportunities, enhances economic and residential development, and helps create a prosperous and thriving environment with sustainable water resources.

The revenues generated by the sewer rates should be high enough to cover the full cost of operating and maintaining the sewer collection system, with a minimum of a 10-year planning horizon.

A planning horizon of ten years allows the sewer utility to avoid the high costs of deferred maintenance by budgeting for regular infrastructure upkeep, justify debt acquisition, to build in revenue to cover long-term capital needs and to educate customers and decision makers about the sewer system's financial needs.

Since 2013, the sewer rates for Meredith have not increased. Meanwhile, from 2013 to 2022, the WRBP's total costs increased by an average of 6%. The WRBP recovers these costs by charging fees to the communities it serves, including the Town of Meredith.

To assess the full cost of operating the sewer department, this plan considered the costs associated with

1. Pumping equipment and collection system operation, repair, and maintenance;
2. Electricity and energy costs;
3. Capital needs, including planning, design, and construction;
4. Debt service;
5. Administration (including management, billing, and customer service);
6. Regulatory compliance, permitting, and reporting expenses;
7. Staff salaries, pensions, benefits, training, and professional development;
8. A community outreach program that includes information on how to properly dispose of wipes, fats, oils and grease.

Investments in preventative maintenance provide the following benefits:

- Fewer accidents
- More efficient operation / service
- Fewer unexpected breakdowns
- Less reactive maintenance
- Better understanding of how your assets are aging
- More sustainable utility

We recommend that the Operations and Maintenance(O&M) Budget cover all normal operating costs and capital items less than \$100,000. The sewer rates should be set to cover the annual

O&M budget, capital loan repayment (projects \$100,000 and greater), plus \$50,000 per year surplus.

The current sewer rates are based on quarterly billing. Customers are assessed a fixed quarterly charge rate and then the metered consumption is charged a uniform rate. Non-metered accounts are charged a fixed fee that has not changed since 2013.

Uniform rates are easy to understand and implement. Uniform rates are usually considered equitable and provide utilities with a degree of revenue stability.

The consumption rate and fixed charges increased annually from 2011 to 2013. The uniform sewer rate and fixed charges have not changed since 2013. The income from the sewer rates does not cover the current sewer budget. The shortfall has been covered for several years by the Sewer Reserves account.

In September 2021, the Capital Improvements Program (CIP) Advisory Committee recommended that the Water System Improvements ETF be closed and that those funds be reallocated to the DPW Equipment Replacement ETF. In 2022, Town Meeting approved this recommendation of the CIP Advisory Committee to transfer \$252,085 funds to the DPW Equipment ETF.

We recommend that the Select Board continue assessing customers with the uniform water rate for the next 8 years and consider assessing customers with an increasing block rate structure in the future. Increasing or tiered block rates charge increasing volumetric rates for increasing consumption. This rate structure is water conservation oriented and may result in revenue volatility related to seasonal weather.

As noted above, the new rates should be developed to provide funds to cover personnel services, the annual O&M budget, sewer capital recovery, capital loan repayment plus \$50,000 per year surplus to replenish the Sewer Reserves account.

Balancing Utility Affordability with Household Affordability

Utilities have three primary financial goals: (1) ensure access to sanitary sewer is affordable for households (household affordability), (2) ensure their fiscal health to continue operating reliably (utility affordability), and (3) invest in infrastructure to ensure they meet regulatory requirements and provide wastewater services and environmental protection. Financially strained systems may need to make trade-offs between these three goals because they cannot afford to meet all three goals.

- Utilities can maintain affordability and spend money on infrastructure but may reduce fiscal stability.

- Utilities can maintain affordability and fiscal stability but may reduce investment in needed infrastructure repair and replacement.
- Utilities raise rates that reduce affordability to support infrastructure and maintain fiscal stability.

The financial health of utilities is tied to the number of customers and their financial health. As such, there are two types of affordability that must be considered: (1) household affordability, or the ability for households to afford water services, and (2) utility affordability, or the ability for the community to collectively afford their utility.

To protect the affordability of sewer for basic needs and to recognize the benefits that all taxpayers of the Town of Meredith receive from water and sewer services provided in the downtown area, long term debt costs are borne by both taxpayers and water and sewer rate payers with rate payers paying 69% of the cost and taxpayers the remaining 31%.

The Meredith Water System Committee's Debt Sharing Position Paper is in Appendix C.

It is recommended that the Select Board consider increasing the water rates by 9% annually for the next 8 years to get the sewer rates to a level that meets the projected revenue requirements of the department. For a single-family home with annual residential water use of 90,000 gallons per year, we estimate that this will result in an average increase in the sewer bill of \$87.50 per year.

We also recommend that the non-metered flat rate be increased from \$137.48 to \$222.14, which is the current quarterly sewer bill for a single-family home with annual residential water use of 90,000 gallons per year. There are approximately 300 non-metered sewer accounts. Non-metered sewer accounts represent 20% of the total sewer accounts in Meredith. Non-metered sewer accounts are not required to install meters, increasing the flat rate and indexing it to the proposed sewer rate increases more equitably shares the true cost of service among metered and non-metered sewer customers.

Projected Revenue Requirements

The sewer revenue has been relatively flat while the sewer expenses have increased. The average revenue from 2020 to 2023 for the sewer department has been \$1,012,000. The average expenses during that period were \$1,040,000. The revenue for 2024 was approximately \$1M. The budget for 2024 was \$1.35M. The Sewer Reserves account is currently being used to pay for expenses that cannot be paid by the income received from water user fees and charges.

The project revenue requirements for the sewer department for the next 10 years are in Appendix D. The revenue requirements include costs associated with personnel, asset maintenance programs and capital expenditures. Forecast annual budgets increase from

\$1.65M in 2027 to \$2.06M in 2036. The 9% annual increase for 8 years is needed to have the income catch up to the current budget needs and the future budget needs.

The Meredith Water Department is developing a proactive, continuous maintenance program for all its assets. The programs include

- Collection System Maintenance Program (\$65,000/year)
- Sewer Pump Station Maintenance Program (\$30,000/yr)

The goal is for the funds for these programs to be kept in reserve accounts so that unused funds can be used the following year.

These programs ensure that proper maintenance is adequately funded. Proper maintenance can extend the estimated useful life of the water department assets and ensure that they are available during an emergency. The estimated useful lives of capital assets are

<u>Capital Asset Types</u>	<u>Useful Life (years)</u>
Buildings	50
Machinery and Equipment	5-20
Pump Station	50
Sewer Mains	100
Vehicles	5

Capital Recovery Projects

The sewer department is proposing several capital recovery projects (<\$100,000) for the next ten years that we propose to be funded through the Sewer Capital Recovery line item. In 2025, those projects included

- Installing VFDs and Electrical Upgrades at Rte. 3 Lift Station for an estimated cost of \$62,500
- Replacing Ford F150 for an estimated cost of \$45,000

Capital Debt Projects

The sewer department is proposing two capital projects (\$100,000 or more) for the next ten years that will be funded through debt service with 69% paid by rate payers:

- Rehabilitate portions of the sewer on Route 25 for an estimated cost of \$750,000
- Replace the Pleasant Street sewer for an estimated cost of \$500,000. This gravity sewer main has a prior repair which has failed. Additionally, this main has a high FOG maintenance which may be associated with a sag in the line.

Section 4 Community Outreach Plan

The Town of Meredith water system is operated in a professional manner, and the operators are very knowledgeable of the components and operation of the sewer collection system. The system continues to protect the environment and meet permitting requirements. Nevertheless, the public does not understand the value of sanitary sewer system and the investment needed to preserve water quality in the lakes and rivers of Meredith, to support tourism and recreational opportunities, to enhance economic and residential development, and to help create a prosperous and thriving environment with sustainable water resources.

To improve the public's understanding, the Meredith Sewer Department is working with the town webmaster to add Current Projects section and to increase the FAQs on the department website. The website will also include information on What's Flushable? and the proper residential handling of fats, oil and grease.

The What's Flushable? Brochure is in Appendix E.

Current Projects

We propose that the Current Projects section include information about lift station improvements, sewer main inspection schedules and the installation of sewer collection system improvements.

The goal is to have each project notice include a tag line and a photo or graphic.

- ***Out with the old. In with the new.***
- ***Your sewer bill at work.***
- ***New infrastructure installed to improve reliability and maintain water quality.***
- ***Another system improvement completed in-house by the Meredith Sewer Department.***

These new website sections will be used to more effectively communicate the Level of Service goals to the public.

Level of Service Goals and Performance Measures

Level of Service Goal	Performance Measure
Continue semiannual gravity collection system cleaning and inspection program to mitigate sewer backups.	Annual CMOM (capacity, management, operations, and maintenance) report.
Migrate from uniform volumetric rate structure to increasing block rate structure to make sewer rates more equitable and sustainable.	Review sewer rates every 3 to 5 years.
Continue to process new connection sewer permits within five (5) working days at least 90% of the time.	Review permit logs monthly.
Communicate the importance of the proper disposal of fats, oils, and grease through public engagement and outreach to all customers	Review and update website and other public interactions quarterly
Communicate the importance of the proper disposal of 'flushable' wipes through public engagement and outreach to all customers	Review and update website and other public interactions quarterly

Appendix A

Wastewater Collection System Map



Appendix B

Wastewater Asset Assessment Summary

Asset Type	Sub Asset Class or Sub Category	Type	Installation Date	Useful Life	Remaining Useful Life	Condition Rating	Operational Status (O=Operational, S=Standby, I=Inoperable)	Estimated Replacement Cost (in 2025 dollars)	Probability of Failure (Very Low - 1 to Very High - 5)	Consequence of Failure (Insignificant - 2, Minor - 4, Moderate - 6, Major - 8, Catastrophic - 10)	Critical Level/Priority	Maintenance Rate (5 = Relatively High, 2 = Little)
Lift Station	Lift Station			50		Fair	O		2	4	8	5
Transducers	LS equipment			15		Fair	O	\$35,000	2	4	8	5
Lift Station	Lift Station			50		Fair	O		2	4	8	5
LS	LS equipment			40		Fair	O	\$35,000	2	4	8	6
Station	Lift Station			50		Fair	O		2	4	8	5
LS	LS equipment			40		Fair	O	\$35,000	2	4	8	6
Station	Lift Station			50		Fair	O		4	8	32	5
Equipment	LS equipment			15		Fair	O	\$35,000	5	4	20	5
Pump	LS equipment			20		Fair	O	\$50,000	3	6	18	5
Lift Station	Lift Station			50		Fair	O		4	8	32	5
25	Sewer Main			100		Fair	O	\$750,000	4	6	24	4
Street	Sewer Main			100		Fair	O	\$500,000	5	6	30	4
n St and Rte 3	Sewer Manhole			50		Fair	O		3	8	24	5

Appendix C

Debt Sharing Position Paper

**Meredith Water System Committee
POSITION PAPER
on
General Taxpayer Support of Water and Sewer Utility Enterprises**

It is the position of the Water System Committee that all taxpayers of the Town of Meredith benefit to some degree from water and sewer services provided in the downtown area. Therefore it is our position that all taxpayers should bear some portion of the cost for both maintaining and expansion/refurbishment of the infrastructure.

Downtown Meredith businesses and municipal offices require town water and sewer systems due to building density making wells and septic systems impractical if not impossible. In turn, this density requires effective fire response capability in the form of the availability of a high quantity of water distributed through a system of hydrants and connections to sprinkler systems.

Among the benefits resulting from these systems are lower insurance rates and buildings, such as hotels and restaurants, which are much larger than would otherwise be possible. Therefore businesses operate at lower costs improving their competitiveness and attractiveness to their customers. The Town of Meredith also benefits from similar lower operating costs of their buildings reducing the burden on tax payers.

The Meredith economy is tourist-driven with most of its business sector being users of water and sewer services. It is our position that our economy would suffer considerably without the availability of municipal water and sewer. Further this business sector is contributing significantly to both the overall tax base and the economic viability of the Town.

Currently long term debt costs are borne by both taxpayers and water and sewer rate payers with rate payers paying 69% of the cost and tax payers the remaining 31%. We believe these apportionments are appropriate and recommend they continue. In addition changes will be recommended to have the Town charge the water and sewer enterprises for a proportionate share of administrative expenses and correspondingly have the Town pay a maintenance fee for upkeep of the fire hydrant system.

Respectively submitted,
Charles Palm, Selectman Representative to the Water System Committee
David Thorpe, Chairman, Water System Committee

Appendix D

Projected Revenue Requirements

Meredith Sewer Department Asset Management Plan

Appendix D - 1

Projected Revenue Requirements																		
Account Number	Account Description	Budgeted					Projected											
		2024	2025	% Change	2028	% Change	% Increase	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	
0100-01-010	Full-time Employees	\$ 129,647.00	\$ 129,647.00	0%	\$ 133,637.03	3%	3%	\$ 143,687.66	\$ 147,996.23	\$ 152,349.17	\$ 157,011.32	\$ 161,721.66	\$ 166,573.31	\$ 171,570.51	\$ 178,717.62	\$ 182,019.13	\$ 187,749.73	
0109-01-010	Overtime	\$ 6,500.00	\$ 6,500.00	0%	\$ 6,500.00	0%	0%	\$ 6,605.00	\$ 6,630.65	\$ 6,696.96	\$ 6,763.93	\$ 6,831.57	\$ 6,899.68	\$ 6,960.68	\$ 7,036.57	\$ 7,108.95	\$ 7,160.04	
0111-01-011	Longevity																	
0600-01-020	Health Insurance	\$ 14,515.63	\$ 14,515.63	0%	\$ 14,515.63	0%	0%	\$ 14,660.79	\$ 14,807.39	\$ 14,955.47	\$ 15,105.02	\$ 15,256.07	\$ 15,406.63	\$ 15,562.72	\$ 15,718.35	\$ 15,875.53	\$ 16,034.26	
0600-01-020	Health Insurance Opt-out	\$ 12,000.00	\$ 12,000.00	0%	\$ 12,000.00	0%	0%	\$ 12,120.00	\$ 12,241.20	\$ 12,363.61	\$ 12,487.25	\$ 12,612.12	\$ 12,738.24	\$ 12,865.62	\$ 12,994.28	\$ 13,124.22	\$ 13,265.47	
0601-01-060	Dental Insurance	\$ 551.40	\$ 551.40	0%	\$ 551.40	0%	0%	\$ 556.91	\$ 562.48	\$ 568.11	\$ 573.79	\$ 579.53	\$ 585.32	\$ 591.18	\$ 597.09	\$ 603.06	\$ 609.09	
0602-01-060	Life Insurance	\$ 12.00	\$ 12.00	0%	\$ 12.00	0%	0%	\$ 12.12	\$ 12.24	\$ 12.36	\$ 12.49	\$ 12.61	\$ 12.74	\$ 12.87	\$ 12.99	\$ 13.12	\$ 13.26	
0603-01-060	FICA	\$ 8,441.15	\$ 8,441.15	0%	\$ 8,441.15	0%	0%	\$ 8,525.56	\$ 8,610.82	\$ 8,696.93	\$ 8,783.89	\$ 8,871.73	\$ 8,960.45	\$ 9,050.08	\$ 9,140.58	\$ 9,231.96	\$ 9,324.28	
0604-01-060	Medicare	\$ 1,974.14	\$ 1,974.14	0%	\$ 1,974.14	0%	0%	\$ 1,993.88	\$ 2,013.82	\$ 2,033.96	\$ 2,054.30	\$ 2,074.84	\$ 2,095.59	\$ 2,116.55	\$ 2,137.71	\$ 2,159.09	\$ 2,180.68	
0605-01-060	Retirement	\$ 16,420.77	\$ 16,420.77	0%	\$ 16,420.77	0%	0%	\$ 16,604.98	\$ 16,791.03	\$ 16,976.94	\$ 19,168.73	\$ 19,360.41	\$ 19,554.02	\$ 19,745.56	\$ 19,947.05	\$ 20,146.52	\$ 20,347.99	
OPERATIONS & MAINTENANCE																		
0205-01-020	Boat Allowance	\$ 375.00	\$ 375.00	0%	\$ 375.00	0%	1%	\$ 378.75	\$ 382.54	\$ 386.36	\$ 390.23	\$ 394.13	\$ 398.07	\$ 402.05	\$ 406.07	\$ 410.13	\$ 414.23	
0710-01-020	Cell Phones	\$ 1,500.00	\$ 1,500.00	0%	\$ 1,500.00	0%	0%	\$ 1,515.00	\$ 1,530.15	\$ 1,545.45	\$ 1,560.91	\$ 1,576.52	\$ 1,592.26	\$ 1,608.20	\$ 1,624.29	\$ 1,640.53	\$ 1,656.93	
0286-01-020	Telephone	\$ 500.00	\$ 500.00	0%	\$ 500.00	0%	0%	\$ 505.00	\$ 510.05	\$ 515.15	\$ 520.30	\$ 525.51	\$ 530.76	\$ 535.07	\$ 541.43	\$ 546.84	\$ 552.31	
0290-01-020	Uniforms	\$ 800.00	\$ 800.00	0%	\$ 800.00	0%	0%	\$ 806.00	\$ 816.68	\$ 824.24	\$ 832.46	\$ 840.81	\$ 849.22	\$ 857.71	\$ 866.29	\$ 874.95	\$ 883.70	
0319-01-040	Equipment - Miscellaneous	\$ 3,000.00	\$ 3,000.00	0%	\$ 3,000.00	0%	0%	\$ 3,030.00	\$ 3,060.20	\$ 3,090.80	\$ 3,121.61	\$ 3,153.03	\$ 3,184.56	\$ 3,216.41	\$ 3,246.57	\$ 3,281.06	\$ 3,313.87	
0500-01-023	Electricity	\$ 38,000.00	\$ 38,000.00	0%	\$ 38,000.00	0%	0%	\$ 38,000.00	\$ 39,110.00	\$ 40,314.20	\$ 41,523.63	\$ 42,769.33	\$ 44,052.41	\$ 45,373.99	\$ 46,735.21	\$ 48,137.26	\$ 49,531.38	\$ 51,068.82
0505-01-023	Heating Oil	\$ 4,500.00	\$ 4,500.00	0%	\$ 4,500.00	0%	0%	\$ 4,605.00	\$ 4,713.15	\$ 4,824.54	\$ 4,938.26	\$ 4,957.46	\$ 4,179.16	\$ 4,304.56	\$ 4,433.70	\$ 4,566.71	\$ 4,703.71	
0510-01-023	Propane	\$ 3,600.00	\$ 3,600.00	0%	\$ 3,600.00	0%	0%	\$ 3,706.00	\$ 3,819.28	\$ 3,933.82	\$ 4,051.83	\$ 4,173.39	\$ 4,298.59	\$ 4,427.55	\$ 4,560.37	\$ 4,697.18	\$ 4,838.10	
0550-01-040	WPB - Adm Fees	\$ 75,777.17	\$ 75,777.17	0%	\$ 75,777.17	0%	0%	\$ 81,885.00	\$ 84,311.55	\$ 86,671.60	\$ 89,477.55	\$ 92,162.29	\$ 94,927.16	\$ 97,774.77	\$ 100,708.22	\$ 103,729.47	\$ 106,841.53	
0551-01-040	WPB - Cap Recovery	\$ 74,590.00	\$ 74,590.00	0%	\$ 74,590.00	0%	0%	\$ 80,655.00	\$ 83,260.65	\$ 85,778.07	\$ 88,352.44	\$ 91,003.01	\$ 93,733.11	\$ 96,545.10	\$ 99,441.45	\$ 102,474.69	\$ 105,497.44	
0552-01-040	WPB - Capital Replacement	\$ 92,880.45	\$ 92,880.45	0%	\$ 92,880.45	0%	0%	\$ 144,721.18	\$ 149,062.82	\$ 153,394.70	\$ 158,140.74	\$ 162,884.96	\$ 167,771.51	\$ 172,804.68	\$ 177,988.80	\$ 183,328.46	\$ 188,628.31	
0553-01-040	WPB - Operation & Maintenance	\$ 503,967.32	\$ 503,967.32	0%	\$ 503,967.32	0%	0%	\$ 597,400.00	\$ 615,322.00	\$ 631,761.66	\$ 652,795.11	\$ 672,378.96	\$ 692,550.33	\$ 713,326.84	\$ 734,726.65	\$ 756,764.45	\$ 779,471.50	
0554-01-040	WPB - Industrial Discharge Permit	\$ 1,200.00	\$ 1,200.00	0%	\$ 1,200.00	0%	0%	\$ 1,236.00	\$ 1,273.06	\$ 1,311.27	\$ 1,359.61	\$ 1,391.31	\$ 1,432.86	\$ 1,476.85	\$ 1,520.12	\$ 1,565.73	\$ 1,612.70	
0701-01-070	Diesel Fuel	\$ 3,750.00	\$ 3,750.00	0%	\$ 3,750.00	0%	0%	\$ 3,862.50	\$ 3,978.38	\$ 4,097.73	\$ 4,229.66	\$ 4,347.28	\$ 4,477.70	\$ 4,612.03	\$ 4,750.39	\$ 4,892.90	\$ 5,039.69	
0899-01-092	Sewer Capital Recovery	\$ 50,000.00	\$ 50,000.00	0%	\$ 50,000.00	0%	0%	\$ 100,000.00	\$ 103,000.00	\$ 106,090.00	\$ 109,227.70	\$ 112,500.88	\$ 115,927.43	\$ 119,405.23	\$ 122,987.39	\$ 126,677.01	\$ 130,472.33	
0964-01-094	Bundled Project Debt Payment	\$ 40,527.00	\$ 40,527.00	0%	\$ 40,527.00	0%	1%	\$ 40,932.27	\$ 41,341.59	\$ 41,749.00	\$ 42,156.50	\$ 42,563.51	\$ 42,968.61	\$ 43,375.63	\$ 43,784.74	\$ 44,194.85	\$ 44,605.96	
4125-01-045	Collection System Maintenance	\$ 50,000.00	\$ 50,000.00	0%	\$ 50,000.00	0%	30%	\$ 65,650.00	\$ 66,306.50	\$ 66,989.57	\$ 67,639.26	\$ 68,315.65	\$ 68,996.81	\$ 69,668.00	\$ 70,356.53	\$ 71,039.54	\$ 71,800.44	
4130-01-045	Druck Pump Repairs	\$ 2,000.00	\$ 2,000.00	0%	\$ 2,000.00	0%	0%	\$ 2,020.00	\$ 2,040.20	\$ 2,060.60	\$ 2,081.21	\$ 2,102.07	\$ 2,123.04	\$ 2,144.27	\$ 2,165.71	\$ 2,187.37	\$ 2,209.24	
4143-01-045	Equipment Maintenance	\$ 5,000.00	\$ 5,000.00	0%	\$ 5,000.00	0%	0%	\$ 5,050.00	\$ 5,100.50	\$ 5,151.51	\$ 5,203.02	\$ 5,255.05	\$ 5,307.60	\$ 5,360.69	\$ 5,414.28	\$ 5,468.43	\$ 5,522.11	
4155-01-045	Fire Extinguisher Maintenance	\$ 1,000.00	\$ 1,000.00	0%	\$ 1,000.00	0%	0%	\$ 1,010.00	\$ 1,020.10	\$ 1,030.30	\$ 1,040.60	\$ 1,051.01	\$ 1,061.52	\$ 1,072.14	\$ 1,082.86	\$ 1,093.68	\$ 1,104.63	
4170-01-045	Generator Maintenance Agreement	\$ 3,500.00	\$ 3,500.00	0%	\$ 3,500.00	0%	0%	\$ 3,535.00	\$ 3,570.35	\$ 3,606.05	\$ 3,642.11	\$ 3,687.54	\$ 3,715.32	\$ 3,752.47	\$ 3,790.00	\$ 3,827.90	\$ 3,865.16	
4205-01-045	Misc. Repairs & Maintenance	\$ 4,000.00	\$ 4,000.00	0%	\$ 4,000.00	0%	0%	\$ 4,040.00	\$ 4,060.00	\$ 4,121.20	\$ 4,162.42	\$ 4,204.08	\$ 4,246.05	\$ 4,288.54	\$ 4,331.43	\$ 4,374.74	\$ 4,416.49	
4241-01-045	Radio Maintenance	\$ 500.00	\$ 500.00	0%	\$ 500.00	0%	0%	\$ 505.00	\$ 510.05	\$ 515.15	\$ 520.30	\$ 525.51	\$ 530.76	\$ 536.07	\$ 541.43	\$ 546.84	\$ 552.31	
4256-01-045	Sewer Pump Station Maintenance	\$ 30,000.00	\$ 30,000.00	0%	\$ 30,000.00	0%	0%	\$ 30,300.00	\$ 30,909.00	\$ 31,509.30	\$ 31,318.60	\$ 31,530.39	\$ 31,851.60	\$ 32,154.06	\$ 32,485.70	\$ 32,810.56	\$ 33,136.66	
4268-01-045	Vehicle Maintenance	\$ 4,000.00	\$ 4,000.00	0%	\$ 4,000.00	0%	0%	\$ 4,040.00	\$ 4,060.40	\$ 4,121.20	\$ 4,162.42	\$ 4,204.04	\$ 4,246.05	\$ 4,288.54	\$ 4,331.43	\$ 4,374.74	\$ 4,416.49	
4325-01-043	Chemicals & Degreaser	\$ 12,000.00	\$ 7,500.00	-60%	\$ 5,000.00	-33%	1%	\$ 5,050.00	\$ 5,100.50	\$ 5,151.51	\$ 5,203.02	\$ 5,255.05	\$ 5,307.60	\$ 5,360.69	\$ 5,414.28	\$ 5,468.43	\$ 5,522.11	
4326-01-045	Clearing Supplies	\$ 400.00	\$ 400.00	0%	\$ 400.00	0%	0%	\$ 404.00	\$ 406.04	\$ 412.12	\$ 416.24	\$ 420.40	\$ 424.61	\$ 428.85	\$ 433.14	\$ 437.47	\$ 441.85	
4380-01-043	Laboratory Supplies	\$ 500.00	\$ 500.00	0%	\$ 500.00	0%	0%	\$ 505.00	\$ 510.05	\$ 515.15	\$ 520.30	\$ 525.51	\$ 530.76	\$ 536.07	\$ 541.43	\$ 546.84	\$ 552.31	
4390-01-043	Manhole/Line Repair Supplies	\$ 3,000.00	\$ 3,000.00	0%	\$ 3,000.00	0%	0%	\$ 3,030.00	\$ 3,060.30	\$ 3,090.50	\$ 3,121.81	\$ 3,153.03	\$ 3,184.56	\$ 3,216.11	\$ 3,248.57	\$ 3,281.96	\$ 3,312.84	
4393-01-043	Meters	\$ 1,500.00	\$ 1,500.00	0%	\$ 1,500.00	0%	0%	\$ 1,515.00	\$ 1,530.15	\$ 1,545.45	\$ 1,560.91	\$ 1,576.52	\$ 1,592.26	\$ 1,608.20	\$ 1,624.29	\$ 1,640.53	\$ 1,656.93	
4395-01-043	Office Supplies	\$ 1,500.00	\$ 1,500.00	0%	\$ 2,500.00	67%	1%	\$ 2,525.00	\$ 2,556.25	\$ 2,575.75	\$ 2,601.51	\$ 2,627.53	\$ 2,653.80	\$ 2,680.34	\$ 2,707.14	\$ 2,734.21	\$ 2,761.56	
4431-01-043	Safety Supplies	\$ 3,500.00	\$ 3,500.00	0%	\$ 3,500.00	0%	0%	\$ 3,535.00	\$ 3,570.55	\$ 3,606.05	\$ 3,642.11	\$ 3,676.54	\$ 3,715.32	\$ 3,752.47	\$ 3,790.00	\$ 3,827.90	\$ 3,866.16	
4440-01-043	Small Tools	\$ 3,000.00	\$ 3,000.00	0%	\$ 5,000.00	67%	1%	\$ 5,040.00	\$ 5,100.50	\$ 5,151.51	\$ 5,203.02	\$ 5,255.05	\$ 5,307.60	\$ 5,360.69	\$ 5,414.28	\$ 5,468.43	\$ 5,522.11	
4500-01-047	Asphalt Paving	\$ 6,000.00	\$ 6,000.00	0%	\$ 6,000.00	0%	0%	\$ 6,060.00	\$ 6,120.60	\$ 6,181.01	\$ 6,243.62	\$ 6,306.06	\$ 6,369.12	\$ 6,432.61	\$ 6,497.14	\$ 6,562.11	\$ 6,627.73	
4561-01-047	Sewer Pumping	\$ 5,000.00	\$ 5,000.00	0%	\$ 5,000.00	0%	0%	\$ 5,050.00	\$ 5,100.50	\$ 5,151.51	\$ 5,203.02	\$ 5,255.05	\$ 5,307.60	\$ 5,360.68	\$ 5,414.28	\$ 5,468.43	\$ 5,522.11	
4800-01-022	Water Department Building Rental	\$ 7,200.00	\$ 7,200.00	0%	\$ 7,200.00	0%	0%	\$ 7,272.00	\$ 7,34									

Appendix E

What's Flushable?

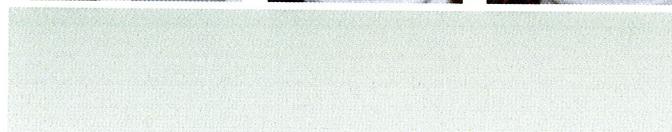
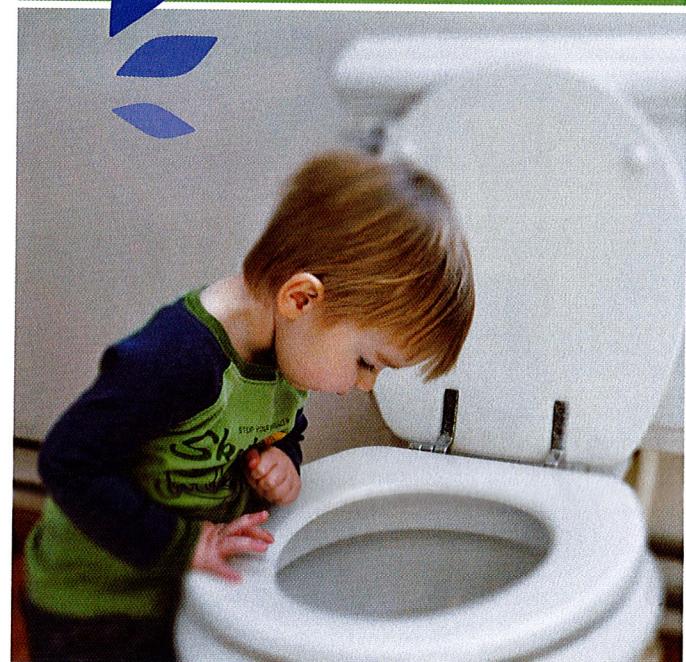
The Hidden COST



A recent survey shows that towns have spent an average of **\$40,500** dealing with unflushable items in sewer systems.



The replacement cost of a typical residential leach field is **\$6,000-15,000**



This brochure was developed by:



What's FLUSHABLE?

The DO NOT FLUSH List:

A toddler will tell you that *everything* is flushable... but what you *think* is flushable could be costing you money!

Product labels can be misleading. Some items that claim to be "flushable" can clog sewer and septic systems and can end up costing you a pretty penny.

"Flushable" does NOT mean it is SAFE for your septic system or sewer.

"Disposable" items ARE NOT flushable and should be placed in the trash.

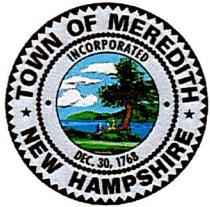
The bottom line:
ONLY

Human waste and toilet paper
ARE FLUSHABLE



Diapers
Cigarettes
Paper Towels
Cotton Swabs
Feminine
Hygiene
Products

Toys
Dental Floss
Facial Tissues
Wipes



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025**

From: Judie Milner, Town Manager

Subject: Presentation from a new outside agency, Family Promise of the Lakes Region, requesting funding in the 2026 budget

Suggested Motion:

No motion – workshop only.

Recommendation:

Listen to presentation by Sarah Al-Sheraidi of Family Promise of the Lakes Region and ask questions regarding this agency for consideration in the 2026 budget.

Background/Discussion:

Traditionally the selectboard has required presentations from new nonprofit agencies serving Meredith residents who are requesting funding. The board receives materials only from those agencies currently funded and seeking funding in the following budget. This is the only new agency asking for funding in 2026.

Fiscal Impact:

This agency has requested \$5,000 from Meredith for 2026.

Concurrences:

Meredith currently funds 19 other nonprofit agencies totaling \$238,630 in 2025 adopted appropriations and \$265,054 in 2026 requested appropriations.

Alternatives:

Do not fund.

Attachments/Exhibits:

Budget request submission



TOWN OF MEREDITH

Annual Budget Request from Outside Agencies

Part A – Agency Information

Agency Name: Family Promise of the Lakes Region Date: October 01, 2025
Address: 14 Morrill Street Laconia, NH 03246 Email: Sarah.FPLakesRegionNH@
Telephone: (603) 513-2560 Fax:
Executive Director: Sarah Al-Sheraidi, Developing Affiliate Director Agency Fiscal Year:

→Section 1 – Funding Request Summary:

Total Amount of Request: \$ 5,000

Funds for:

<input type="checkbox"/> General Operations and Overhead	Amount \$ _____
<input type="checkbox"/> Existing Program, Identify: _____	Amount \$ _____
<input checked="" type="checkbox"/> New Program, Identify: <small>Prevention & Stabilization Case Management Program</small>	Amount \$ <u>5,000</u>

→Section 2 – Revenue Summary: (Detail of all sources – use extra space if necessary)

Revenue Sources	Prior	Current	Requested
Federal: (list)	N/A	N/A	0
State Funds: (list)	N/A	N/A	0
Belknap County:	N/A	N/A	0
Client Fees-Public:	N/A	N/A	N/A
Client Fees-Private:	N/A	N/A	N/A
USDA-CACFP:	N/A	N/A	0
Municipalities: (total)	N/A	N/A	\$20,000
Other:	N/A	Private Foundations: \$71,605	Private Foundations: \$229,000
Other:	N/A	Donations: \$50,000	
Other:	N/A		
Other:	N/A		
Other:	N/A		
TOTAL:			\$229,000

NOTE: Please define initials, acronyms, etc.: _____

→Section 3 – Agency Municipal Government Revenue:

Please list revenues received from Municipal Governments in Belknap County:

Municipality	Date of Last Application	Prior	Current	Projected/Requested
Alton				
Barnstead				
Belmont	08/20/2025	N/A	N/A	\$5,000
Center Harbor				
Gilford				
Gilmanton				
Holderness				
Laconia				
Meredith	10/01/2025	N/A	N/A	\$5,000
Moultonboro				
New Hampton				
Sanbornton	9/29/2025	N/A	N/A	\$5,000
Tilton	08/20/2025	N/A	N/A	\$5,000
TOTAL:				

→Section 4 – Agency Budget Overview:

	Prior Year	Current Year	Projected Year
Total Revenue	N/A	\$121,605	\$283,856
Total Expenses	N/A	\$16,325	\$283,856
Surplus/Deficit	N/A	\$105,280	0

→Section 5 – Agency Budget Breakdown for all Programs:

Revenues by Program

Programs	Prior Budget Allocation	Current Budget Allocation	Proposed Budget Request
Prevention & Stabilization Case Management	N/A	\$283,856	\$283,856
TOTAL	0	\$283,856	\$283,856

Expenses by Program

Programs	Prior Budget Expense	Current Budget Expense	Proposed Budget Expense
Prevention & Stabilization Casemanagement	N/A	\$283,856	\$283,856
TOTAL	0	\$283,856	\$283,856

→**Section 6 – Audited Financial Report:** Attach one copy of your latest audited financial report.

→**Section 7 – IRS Form 990, Return of Organization Exempt From Income Tax:** Attach one copy of your latest Form 990 as submitted to the Department of the Treasury, IRS.

Part B – Program Specific Information

Important Note: Please complete sections 8 – 14 for each program requesting Town Funding.

→**Section 8 – Program Funding Request:**

Program Name: Prevention & Stabilization Case Management

Amount of Request for this Program: \$ **\$5,000**

Existing Program New Program

Will funds be matched?

By Federal, State, Municipal, Private. No.

Funds granted by municipalities will be leveraged to garner more funding from donors, municipalities and private foundations
If yes, how? _____

If no, why not? _____

→**Section 9 – Program Expense Summary:**

Expense Item	Prior	Current	Proposed
Personnel Services		0	\$187,656
Contract Services		0	0
Travel		0	\$1,456
Space/Rent		0	0
Consumable Supplies		0	\$5,000
Equipment		0	\$5,000
Telephone		0	\$1,200
Membership Dues		0	0
Printing		0	0
Food		0	0
Insurance		0	\$5,000
All Other		0	76,200
TOTAL:			283,856

→**Section 10 – Program Revenue Summary:**

Revenue Sources	Prior	Current	Proposed
Federal (list)	N/A	0	
State (list)	N/A	0	
United Way	N/A	0	
Belknap County	N/A	0	
Client Fees-Public	N/A	0	0
Client Fees-Private	N/A	0	0
USDA-CACFP	N/A	0	0
Municipalities	N/A	0	\$20,000
Other	N/A	Private Foundations: \$71,605	\$229,000
Other		Donations: \$50,000	\$50,000
Other			
TOTAL:			

→**Section 11 – Program Personnel Summary:**

# FTE's	Position / Title	# of hours *	Prior Salary	Current Salary	Proposed Salary
1	Executive Director	40	N/A	N/A	\$84,000
1	Case Manager	40	N/A	N/A	\$66,000
	TOTAL	40	0	0	\$150,000

* Number of hours worked per year. Fulltime for a full year is 2,080 hours.

→**Section 12 – Fringe Benefits:**

Type of Benefit	Cost	Explanation
Workers Compensation		
FICA		
State Unemployment		
Health/Dental Insurance	\$33,000	Benefits & Taxes
Other (vehicle, housing, life,etc.)	\$2,656	Cellphone & Mileage Reimbursement
Training & Development	\$2,000	Training & Development
TOTAL		\$37,656

→**Section 13 – Program General Information, Update, Service Goals, and Objectives.**

Please attach a document that separately answers the following questions (reference each question by number).

1. Please LIST the program's mission, goals, and objectives.
2. Describe the program and/or general operations for which you request this money.
3. Break-down the monies as to which area they will be used is \$ amount.
4. Please describe how this program evaluates and measures effectiveness.
5. Describe how and how many (in hours) volunteers this program uses.
6. Describe your program's efforts re: cooperation and collaboration with other agencies.
7. Describe your program's target population.
8. Please LIST any major changes in service since your last review. Were changes due to funding cuts, reduction in program, increased efficiencies?
9. Please LIST the number of new positions next year.
10. Please LIST the number of positions eliminated next year.
11. LIST and describe any major purchases the program plans for next year.
12. LIST past year fund raising events and detail amounts received (gross/net), are these events to be held again this year.
13. Does this program use a sliding fee scale (describe)?
14. Please LIST the unit of service in terms of dollar cost per hour per individual served, and describe a unit of service for this program. Is the unit of service a full hour?
15. How many units can the program provide?
16. How many perspective recipients are on your waiting list?
17. How long will it be (in days) before your program can serve the first person on the waiting list?

→Section 14 – Program Beneficiary Statistics

	Prior	Current	Projected
1. Total count of clients	0	0	100
2. Age Groups			
a. 0 to 5 years	0	0	75
b. 6 to 17 years	0	0	100
c. 18 to 61 years	0	0	115
d. 62 to older	0	0	10
e. not known			



14 Morrill Street • Laconia, NH 03246 •
P: (603) 513-2560 • www.fplakesregionnh.org

Sarah Al-Sheraidi

Developing Affiliate Director
Family Promise of the Lakes Region
P: (603) 513-2560
E: sarah.fplakesregionnh@gmail.com
August 26, 2025

Town of Meredith

41 Main Street
Meredith, NH 03253

Family Promise of the Lakes Region (FPLR) respectfully requests \$5,000 from the Town of Meredith to support our programs serving families across Belknap County. These funds will directly support case management, emergency financial assistance, and program operations, enabling families at risk of homelessness to achieve stability and self-sufficiency. Municipal support not only allows us to provide immediate, impactful services, but also demonstrates community trust and partnership, which helps FPLR leverage additional funding from private foundations, individual donors, and other municipalities. Your investment will ensure that families in Belknap County have access to critical resources, timely support, and a path toward long-term housing security.

FPLR – Section 13: Program General Information, Update, Service Goals, and Objectives

1. Program Mission, Goals, and Objectives

- **Mission:** To prevent family homelessness and promote housing stability in Belknap County through case management, prevention services, and community support.
- **Goals:**
 - Provide immediate assistance and stabilization services to families at risk of homelessness.
 - Strengthen community partnerships to expand access to resources.
 - Educate and empower families to achieve long-term self-sufficiency.
- **Objectives:**
 - Serve at least 100 families in the next year through case management.
 - Facilitate access to emergency financial support, housing resources, and supportive

programs.

- Track outcomes such as housing stability, family income improvements, and service satisfaction.

2. Program Description / General Operations

FPLR provides family-centered case management, stabilization, and prevention services throughout Belknap County. Funds from this request will support program staff, client assistance (emergency rent or mortgage, utilities), and operational costs associated with direct service delivery. Programs coordinate with local agencies to address housing, employment, and family support needs, ensuring families receive holistic, timely assistance.

3. Breakdown of Monies Requested (\$5,000)

- Case management and staff support: \$3,000
- Direct client assistance (emergency rent, utilities, essential supplies): \$1,500
- Program operations (materials, supplies, small equipment): \$500

4. Program Evaluation and Effectiveness

Effectiveness is measured by:

- **Families Served and Stabilized:** FPLR will serve and stabilize at least **100 families in Belknap County by December 2026**, ensuring each receives a minimum of 5 hours of case management.
- **Client Outcomes:** At least **70% of families** served will maintain stable housing for **6 months or longer** after program participation, and **60%** will demonstrate an increase in household income or access to new community resources within the program year.
- **Feedback and Satisfaction:** At least **75% of families** completing the program will report satisfaction with services through feedback surveys, noting improvements in housing stability and overall well-being.

5. Volunteers

FPLR relies on volunteers for mentoring, program support, and fundraising. Volunteers contribute approximately **500 hours annually**, assisting families with case management support, events, and community outreach.

6. Cooperation and Collaboration with Other Agencies

FPLR partners with local nonprofits, municipal agencies, and service providers to maximize resources for families. Collaborative efforts include coordinated referrals, shared workshops, and joint advocacy initiatives across Belknap County.

7. Target Population

Families in Belknap County experiencing housing instability, at risk of homelessness, or in need of prevention and stabilization services. Priority is given to low and moderate- income families, families with children, and county residents, including Meredith.

8. Major Changes in Service Since Last Review

Family Promise of the Lakes Region (FPLR) is a new program dedicated to preventing housing instability and supporting families in achieving safe and stable housing. We are not yet operational and will launch services once our funding needs are met. Through our future Case Management Prevention and Stabilization Program, FPLR will provide individualized case management and resource connections to help families avoid eviction and achieve long-term stability.

9. Number of New Positions Next Year

- 1 full-time Case Manager
- 1 full-time Executive Director

10. Number of Positions Eliminated Next Year

- 0

11. Major Purchases Planned

- Computers and software upgrades for case management tracking.
- Essential office equipment to support client services.

12. Past Year Fundraising Events

FPLR did not hold independent fundraising events last year. However, this year we are actively collaborating with community partners to raise funds, including a fundraiser hosted by Climax Throwers in December 2025 and support from local Rotary Clubs. These partnerships will provide both financial resources and greater community visibility for our mission.

13. Sliding Fee Scale

- FPLR services are provided **free of charge** to families in need; no fee scale is applied.

14. Unit of Service / Cost per Hour

- Unit of service: 1 hour of case management for 1 family.
- Estimated cost per unit: **\$60 per hour per family** (based on staffing and program expenses).

15. Number of Units the Program Can Provide

- Approximately **1,200 service hours** per year (based on staff availability).

16. Prospective Recipients on Waiting List

- Currently **0 families** on the waiting list.

17. Wait Time to Serve First Person

- Families can be served within **7 days** of referral.

With gratitude,
Sarah Al-Sheraidi
Developing Affiliate Director
Family Promise of the Lakes Region



**Department of the Treasury
Internal Revenue Service
Tax Exempt and Government Entities
P.O. Box 2508
Cincinnati, OH 45201**

**FAMILY PROMISE OF THE LAKES REGION
14 MORRILL STREET
LACONIA, NH 03246**

Date:
05/23/2025
Employer ID number:
33-4399173
Person to contact:
Name: M Noble
ID number: 0195001
Telephone: 877-829-5500
Accounting period ending:
December 31
Public charity status:
170(b)(1)(A)(vi)
Form 990 / 990-EZ / 990-N required:
Yes
Effective date of exemption:
April 3, 2025
Contribution deductibility:
Yes
Addendum applies:
No
DLN:
26053534005585

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to www.irs.gov/charities. Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

Sincerely,

Stephen A. Martin

Stephen A. Martin
Director, Exempt Organizations
Rulings and Agreements



Memorandum of Understanding For Affiliates in Development

Affiliate Name:

Purpose

The purpose of this MOU is to set forth the terms of a partnership between Family Promise and the Developing Affiliate. It outlines the expectations the Developing Affiliate must meet to become an operating Affiliate and the support that Family Promise shall provide during this process. Once a Developing Affiliate meets the criteria to be considered operating, this MOU shall be replaced by a signed Affiliation Agreement.

Affiliation

Family Promise grants to Developing Affiliate, and Developing Affiliate accepts, the nonexclusive right to be known as a Developing Family Promise Affiliate.

Use of Name

Affiliate is required to use a derivation of the name "Family Promise" as part of Affiliate's name under which it operates, or a variation thereof as approved in writing by FAMILY PROMISE. Affiliate's name must be geographically descriptive of the area and stakeholders it expects to serve (e.g., Family Promise of Grand Rapids, Family Promise of Summit County, Family Promise of Skagit Valley). It is recommended that Affiliate uses the name of the city or county from where it will draw most of its stakeholders and clients. All Affiliate names are subject to Family Promise approval.

Affiliate Logo

Once the Affiliate name has been approved, the National Office will provide the Developing Affiliate a suite of logos at no cost to the Affiliate. The Affiliate is required to use the logo(s) provided by Family Promise.

Marketing and Branding Uniformity

Affiliate agrees to follow the branding guidelines outlined in the [Style Guide](#). Family Promise will provide Developing Affiliates with a Family Promise branded website template at no cost for the first year. Developing Affiliate's website shall link to the Family Promise website (www.familypromise.org) and the Family Promise website will include the Developing Affiliate's contact information, including website link, in its public Affiliate Directory.

Terms

The term of this Agreement shall be one (1) year and will automatically renew on an annual basis for additional one (1) year periods.

The term of this MOU shall automatically end once the Developing Affiliate meets the requirements of becoming an operating Affiliate and executes the Affiliation Agreement.

Operating Affiliate Responsibilities and Obligations

Family Promise Affiliates vary, reflecting the needs and resources of each community. However, there are certain governance, operational, branding and program core components that comprise the foundation of an operating Family Promise Affiliate, which are outlined in the [Affiliation Agreement](#). Developing Affiliates agree to work towards meeting these requirements such that they can transition to Operating Affiliate status.

Family Promise Program

Family Promise is the leading national organization preventing and ending family homelessness. Our approach to this crisis involves **Prevention** before families become homeless, **Shelter** to help families experiencing homelessness access housing, and **Stabilization** to help families exit shelter and remain housed. This holistic solution empowers the families we serve to achieve sustainable independence. Family Promise leverages the community to make our impact. An Affiliate will engage volunteers from all sectors of the community: corporate partners, schools, government, nonprofit organizations, and faith communities of all denominations.

Affiliate will launch (check one):

- Prevention
- Shelter- Rotational
- Shelter- Static
- Shelter- Other
- Stabilization

Statement on Faith

While Family Promise partners closely with the faith community, we are a secular organization and not a religious organization. We respect the rights of the family regarding their own faith decisions and make no requirements for participation in faith traditions of the partnering faith groups. We appreciate Family Promise is a ministry for congregations that participate. Families can be invited to participate in those faith tradition experiences/events, but it is always an option. Wonderful explorations of faith happen in Family Promise, but we ask that it be at the request of the guest, not the insistence of the volunteer, congregation, or Affiliate.

Developing Affiliate Criteria and Timeline to Operating Status

The following timeline is recommended for Developing Affiliates as a pathway towards meeting all the requirements necessary to achieve operating Affiliate status. The below schedule may be subject to change with approval from the Director of Affiliate Expansion and the Chief Operating Officer. This timeline can serve as a checklist for Affiliate Development. Each Affiliate develops at its own pace, but these are some parameters and expectations. Work with [Carolyn Gordon](#), Senior Director of Program Development, on your specific Affiliate development.

1st Community Meeting(s)

- In-person, virtual, or a hybrid; can be multiple meetings
- Family Promise National presents an overview of Family Promise, development process, and questions are answered
- Discuss that next meeting will include a vote to move forward with development - sometimes this does happen at the first meeting
- 25+ people

2nd Community Meeting

- 1 month after 1st Community Meetings
- Brief review of Family Promise for new attendees
- Vote and approve to move forward with development if did not happen in 1st meeting
- Determine name of Affiliate
- Determine program to launch
- Discuss the leadership and teams needed; volunteers may step up in this meeting
- 25+ people attend
- Divide into Teams to begin the work: Leadership team, Host Site Recruitment (if doing shelter), Fundraising/Marketing, Operations (Transportation/Center)
- Schedule Host Site Recruitment and Fund Development training with Carolyn Gordon, Director of Affiliate Expansion, Family Promise National

3rd Community Meeting

- Approximately 1 month after 2nd Community Meeting
- Locally driven, ideally in person
- Teams report progress and continue to develop the Affiliate
- Determine program to launch if not done in meeting #2

Month 1 – Month 3

Affiliate Will	Family Promise Will	Completed?
Generate community support and host community meeting(s)	Host Community Meeting in conjunction with local leadership	
Determine a name: "Family Promise of..."	Approve name and provide a suite of logos	
Submit filing documents : 501c3, EIN, state registration	Provide guidance on 501c3/filings process; can file the documents as well	
Identify leadership for the core group		
Create a website with the FP platform	Provide website template at no cost for 1 st year	
Create an email account	See these technology essentials	
Determine a service model to launch operations	An overview of Prevention, Shelter, Stabilization	
Begin Host recruitment if launching shelter, after training	Host recruitment training	
Sign MOU with Family Promise	Sign MOU with Affiliate	
Begin fundraising with fiscal sponsorship in place	Provide fiscal sponsorship & fund development training	
Begin local core team meetings	Provide materials for local core team meetings	
Leadership/Interim board chair joins the Developing Affiliates call	Facilitates Developing Affiliates bimonthly call	
Leadership joins the Community Site	https://affiliates.familypromise.org/become-a-member/	

Open a bank account with 2 signors (if a fiscal agent had been used)	Provide sample financial policies	
Milestones:		
<ul style="list-style-type: none"> Shelter Program: Secure 4 congregations/host sites, begin fundraising & ideally \$50,000 secured, leadership team and other teams in place Prevention/Stabilization: Secure commitments from 5 volunteers or 1-2 partners, begin fundraising & ideally \$40,000 secured 		

Month 4-Month 6

Affiliate Will	Family Promise Will	Completed?
Begin Fundraising under Affiliate name once 501c3 is secured	Grantwriting support	
Begin search for Family Promise center for operations, continue Host recruitment as needed	Materials to assist with building search <u>Rotational Shelter Handouts</u>	
If launching shelter, continue recruitment	Host site training reinforced as needed	
Milestones:		
<ul style="list-style-type: none"> Shelter Program: Secure 4 more congregations/host sites for a total of 8, secure another \$50,000 for a total of \$100,000 Prevention/Stabilization: Secure commitments from 5 more volunteers or 1-2 more partners for a total of 10 volunteers/4 partners, secure another \$40,000 for a total of \$80,000 		

Month 7-9

Affiliate Will	Family Promise Will	Completed?
Ensure that the Board has all officer positions filled: Board Chair, Vice Chair, Secretary and Treasurer	Board training <u>Board Manual</u> <u>Board Member Application</u> <u>Board Job Descriptions</u> <u>What to give new/prospecting Board Members</u> <u>Board Member Profile Worksheet</u> <u>Committees Description</u>	
Ensure that 30%-50% of budget is on-hand with a written fund development plan for securing the remaining funds	Review fund development plan and provide feedback <u>Fund Development Timeline Sample</u> <u>Fund Development Plan Overview</u>	
Milestones:		
<ul style="list-style-type: none"> Shelter Program: Secure 4 more congregations/host sites for a total of 12, secure another \$50,000 for a total of \$150,000 Prevention/Stabilization: Secure commitments from 5 more volunteers or 1-2 more partners for a total of 15 volunteers/6 partners, secure another \$40,000 for a total of \$120,000 		

Month 10-Operating

Affiliate Will	Family Promise Will	Completed?
Ensure that a full Board of the best practice size of 11 – 15 people is in place	Board orientation	
Have 80%-100% of the first-year budget is on hand	Continued fund development support	
Advertise for, hire full-time Executive Director- needs to be in place 4-6 weeks prior to opening	Opening training, lead hiring process <u>Executive Director job description</u>	

Sign the Affiliation Agreement	Sign the Affiliation Agreement	
Hire a second person	Review and Planning session at 6-month mark post-operations (technical assistance all along the way!)	
Milestones:		
<ul style="list-style-type: none"> Shelter Program: Secure 1 more congregations/host sites for a total of 13, secure another \$50,000 for a total of \$200,000 Prevention/Stabilization: Secure commitments from 5 more volunteers or 1-2 more partners for a total of 20 volunteers/8 partners, secure another \$40,000 for a total of \$160,000 All programs: Board in place, hire full-time Executive Director, all volunteers trained 		

Filing Documents:

Affiliate agrees to furnish to Family Promise filing documents to keep on file. This includes bylaws, articles of incorporation, 501c3.

 2/7/2024

By signing this agreement, both parties agree and enter into this agreement.

DocuSigned by:

 2/7/2024

8FC986665AA0485...

Affiliate Representative Signature & Date

Family Promise Representative Signature & Date

Family Promise of the Lakes Region Budget

	Prevention
Expenses	
Facilities and Equipment	0
Total Facilities and Equipment	\$0
Management/Admin/	
Fundraising	\$5,000
Insurance and Fees	\$5,000
Accounting/Payroll	\$1,000
Total Management/Admin/ Fundraising	\$11,000
Operations	
Background Checks	\$200
Supplies	\$5,000
Technology (website, Database)	\$5,000
Total Operations	\$10,200
Personnel Expenses	
Staff Salary	
Executive Director	\$84,000
Case Manager	\$66,000
Benefits and Taxes	\$33,000
Cell phone reimbursement	\$1,200
Mileage	
Reimbursement/Meetings	\$1,456
Training and Development	\$2,000
Total Personnel Expenses	\$187,656
Direct Client Expenses	
Direct Client Expenses	\$75,000
Direct Client Expenses	\$75,000
Total Expenses	\$283,856

2026 Budget

Total Management/ Admin/ Fundraising	\$64,500	23%
Total Program	\$219,356	77%
Total Expenses		\$283,856



FINANCIAL REPORTING PACKAGE

For the Period Ending July 31, 2025

Family Promise, Inc.
Statement of Financial Position
For the Period Ending July 31, 2025

	Year To Date		Year To Date		Increase / (Decrease)		Year Ending		Increase / (Decrease)	
	7/31/2025		7/31/2024		Increase / (Decrease)		12/31/2024		Increase / (Decrease)	
	CYE Actual	PYE Actual	\$	%	PYE Actual	\$	%			
Assets										
Current Assets										
Cash & Cash Equivalents										
Unrestricted Operating Cash	\$ 4,163,758	\$ 3,962,256	\$ 201,502	5%		\$ 2,785,532	\$ 1,378,226	49%		
Donor Restricted Cash	3,190,936	446,617	2,744,319	614%		4,216,298	(1,025,362)	-24%		
Investments	5,024,060	4,558,759	465,301	10%		4,875,468	148,592	3%		
Grants & Other Receivables	42,967	12,739	30,228	237%		40,216	2,751	7%		
Prepaid Expenses	165,875	58,700	107,175	183%		65,751	100,124	152%		
Other Current Assets	930	-	930	-		930	-	0%		
Total Current Assets	12,588,526	9,039,071	3,549,455	39%		11,984,195	604,331	5%		
Long-Term Assets										
Property & Equipment, Net	716,918	20,956	695,962	3321%		9,851	707,067	7178%		
Intangible Assets, Net	537,223	-	537,223	-		243,804	293,419	120%		
Total Long-Term Assets	1,254,141	20,956	1,233,185	5885%		253,655	707,067	279%		
Total Assets	\$ 13,842,667	\$ 9,060,027	\$ 4,782,640	53%		\$ 12,237,850	\$ 1,311,398	11%		
Liabilities & Net Assets										
Current Liabilities										
Accounts Payable	\$ 342,245	\$ 73,860	\$ 268,385	363%		\$ 79,354	\$ 262,891	331%		
Credit Card	28,414	37,543	(9,129)	-24%		31,121	(2,707)	-9%		
Accrued Expenses	40,314	35,636	4,678	13%		39,703	611	2%		
Deferred Revenue	1,899,125	-	1,899,125	-		3,728,321	(1,829,196)	-49%		
Total Current Liabilities	2,310,098	147,039	2,163,059	1471%		3,878,499	(1,568,401)	-40%		
Long Term Liabilities	1,628	-	1,628	-		-	1,628	-		
Net Assets	11,530,941	8,912,988	2,617,953	29%		8,359,351	3,171,590	38%		
Total Liabilities & Net Assets	\$ 13,842,667	\$ 9,060,027	\$ 4,782,640	53%		\$ 12,237,850	\$ 1,604,817	13%		

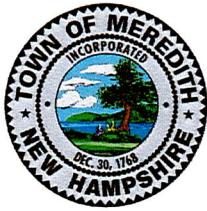
Family Promise, Inc.
 Statement of Activity
For the Period Ending July 31, 2025

	Month Ending				Year To Date				Year Ending	
	7/31/2025		Increase / (Decrease)		7/31/2025		Increase / (Decrease)		12/31/2025	
	Actual	Budget	\$	%	Actual	Budget	\$	%	Annual Budget	% to Date
Revenue										
Corporations	\$ 583,023	\$ 411,947	\$ 171,076	42%	\$ 3,996,382	\$ 3,503,779	\$ 492,603	14%	\$ 5,563,512	72%
Foundations	382,092	356,169	25,923	7%	1,759,070	1,803,457	(44,387)	-2%	3,611,642	49%
Individuals	12,846	72,900	(60,054)	-82%	835,581	549,539	286,042	52%	1,550,973	54%
Government Grants	48,158	70,833	(22,675)	-32%	1,143,980	495,833	648,147	131%	850,000	135%
Religious & Civic	7,500	5,417	2,083	38%	58,648	37,917	20,731	55%	65,000	90%
Affiliate Revenue	-	12,938	(12,938)	-100%	652,535	589,190	63,345	11%	744,239	88%
In-Kind Donations	18,010	14,584	3,426	23%	152,353	122,083	30,270	25%	225,000	68%
Interest & Other Income	21,951	58,537	(36,586)	-63%	542,191	409,762	132,429	32%	702,449	77%
Total Revenue	\$ 1,073,580	\$ 1,003,325	\$ 70,255	7%	\$ 9,140,740	\$ 7,511,560	\$ 1,629,180	22%	\$ 13,312,815	69%
Expenses										
Payroll & Benefits	\$ 348,770	\$ 385,543	\$ (36,773)	-10%	\$ 2,321,070	\$ 2,388,264	\$ (67,194)	-3%	\$ 4,315,980	54%
Affiliate Programs & Services	447,833	505,578	(57,745)	-11%	3,187,272	3,417,911	(230,639)	-7%	6,422,300	50%
Consulting & Contract Services	32,879	38,824	(5,945)	-15%	142,067	227,173	(85,106)	-37%	528,045	27%
Technology	20,204	30,671	(10,467)	-34%	167,946	592,900	(424,954)	-72%	755,730	22%
General Expenses	18,561	16,300	2,261	14%	31,824	49,016	(17,192)	-35%	235,088	14%
Travel	10,661	23,821	(13,160)	-55%	82,439	126,295	(43,856)	-35%	195,850	42%
Professional Development	2,000	-	2,000	-	42,051	17,000	25,051	147%	84,000	50%
Office, Supplies & Facilities	9,148	4,715	4,433	94%	37,499	246,348	(208,849)	-85%	397,202	9%
Insurance	2,633	2,504	129	5%	13,367	17,532	(4,165)	-24%	30,053	44%
Merchant, Banking & Other Fees	3,656	4,622	(966)	-21%	39,390	47,559	(8,169)	-17%	73,697	53%
In-Kind, Depreciation & Other	18,005	14,583	3,422	23%	157,322	122,083	35,239	29%	233,820	67%
Total Expenses	914,350	1,027,161	(112,811)	-11%	6,293,737	7,457,327	(1,163,590)	-16%	13,312,815	47%
Net Income	\$ 159,230	\$ (23,836)	\$ 183,066	-	\$ 2,847,003	\$ 54,233	\$ 2,792,770	-	\$ -	-

Family Promise, Inc.
Cash & Investments On Hand
For the Period Ending July 31, 2025

CASH & RESERVE FUNDS

Operating Cash	\$	7,354,694
Board Operating Reserve		2,617,080
Future Stability Fund		2,406,980
Total Funds	\$	12,378,754



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025**

From: Police Chief Michael Harper

Subject: Update on the Hazard Mitigation Plan “Project Implementation Checklist”

Suggested Motion:

No motion – workshop only.

Recommendation:

Emergency Management Director/Chief Harper to report on the status of the Hazard Mitigation Plan Implementation Checklist annually.

Background/Discussion:

The Hazard Mitigation Plan was updated in 2024. This is the first annual status update to the board. The Hazard Mitigation Plan Implementation Checklist is currently under review to ensure that all mitigation strategies identified in the town’s approved plan are being tracked and implemented in accordance with FEMA and state guidance.

Several items on the checklist have been completed or are in progress, including updates to infrastructure, coordination with Public Works on drainage improvements, and ongoing collaboration with Fire and Emergency personnel regarding response planning.

Continued coordination among town departments remains essential to maintaining compliance and eligibility for federal mitigation funding. The next steps will include reviewing outstanding action items, updating completion timelines, and preparing documentation for the next plan review cycle.

Fiscal Impact:

N/A

Town of Meredith Selectboard Agenda Report

Alternatives:

N/A

Attachments/Exhibits:

Copy of the Project Implementation Checklist with status updates

Hazard	ID	Meredith: Actions	Potential Funding	Time Frame	Responsible Party	Status 2025
All	1	Evaluate the critical infrastructure, develop an asset management maintenance plan and reference in Community Plan and HMP	Operating	Annual	Water Sewer	This has been completed per Superintendent Bordeau.
			Budget			
			Warrant			
Cyber Events	13	Following best practices (State and Federal), review and add as necessary security on computer networks and provide user education around cyber threats to employees.	Operating	Annual	Town Mgr.	TM Milner to address.
			Budget			
			Grant			
Dam Failure, Flood	15	Ensure that EMD checks in annually with Dam Bureau and dam owner regarding condition of Waukewan Dam.	Operating Budget	Annual	EMD	Per TM Milner this an ongoing project projected for 2028.
Flood	19	Encourage NH DOT to upgrade drainage at the intersection of US Route 3 and NH Route 25.	Operating Budget	Annual	DPW, Comm. Dev.	All are aware and monitored yearly.
All	7	Work with mapping consultant to ensure that all GIS data is up to date. Data includes natural constraints, floodplains, flood hazard areas, critical facilities, population centers, potential spill area, potential fire area, evacuation routes, dams, hydrants.	Operating Budget	Annual	Comm. Dev.	In the works per Comm. Development.
Wildfire, Conflagration	28	Increase FD funds for water drafting site development, fire equipment, and training.	Operating Budget, USDA, DRED	Annual	FD	Ongoing.
All	10	Keep up to date with vulnerable populations and their special needs, notably the three elderly care facilities.	Operating Budget	Annual	EMD	EMD Harper is aware. Currently 261 in total(3 facilities)
Flood	23	Encourage FEMA to update FIRM maps with aerial overlays [digitized flood maps] for Belknap County.	Operating Budget	Annual	Comm. Dev.	Done per Comm. Development.
Wildfire, Conflagration	29	Evaluate the Class VI roads for accessibility and establish a maintenance plan per state statute [emergency lane statute, RSA 231:59-a]	Operating Budget	Annual	FD, DPW	Ongoing.
Flood	20	Encourage NH DOT to upgrade drainage along Meredith Neck Road and Barnard Ridge Road. Engage other stakeholders, such as FEMA in discussions.	Operating Budget	Annual	DPW, Comm. Dev.	DPW aware and an ongoing concern.
Wildfire, Conflagration	30	Upgrade and maintain the Class VI roads for accessibility as identified in Action ID #29.	Operating Budget	Annual	FD, DPW	Continually monitored.
Transp./HAZMAT, Oil/Propane Spills, Water Contamination	24	Continue working on action items outlined in the Waukewan Watershed Management Plan:	NH DES, NH HSEM	Annual	FD, Comm. Dev., DPW	2026 target completion.
		a. Maintain communication with CNHEPC on the issue of the transport of hazardous materials through town.				
		b. Develop spill prevention plan for Waukewan watershed.				
		c. Consider protection of Lake Waukewan from culvert inflows into Monkey Pond by using permanent protective methods such as, booms and wedge gates.				

Town of Meredith - Hazard Mitigation Plan - Approved August 2024

All	8	Review and/or purchase and install generators for school buildings that are critical facilities.	HMPG, SAU, Warrant Article	Annual	EMD, School Admin.	On going conversation with School Superintendent/Shelter Fac.
All	9	Review and/or purchase and install generators for Fire Department, Police Department, and Town Hall.	HMPG, Warrant article	Annual	EMD	PD &FD Equiped.Town Hall is in need(if remains at current loc.)
Flood	22	Encourage NH DOT to complete a vulnerability assessment on state roads for slopes, soil, pipe sizes, and ditch runs for flood-prone areas in town.	Operating Budget	Annual	DPW, Comm. Dev.	In process per DPW Director Faller.
Earthquake, Tornado/ Downburst, Hurricane, Nor'easter	17	Replace DPW facility incorporating recommendations for structural soundness (high wind, earthquake).	Warrant, Bond issue	23-Jul	DPW, Town Mgr.	Completed.
Dam Failure, Flood, Water Contamination	16	Work with NH Dam Bureau to ensure that all feasible actions for protecting the integrity of the Waukewan dam are identified along with the parties responsible for implementation.	Grant/ Outside Funding	23-Jul	EMD	Continually updated.
All	3	When LEOP is updated, reference HMP.	Operating Budget, HSEM	23-Sep	EMD	Done
All	11	Investigate reverse 9-1-1 and the like communication methods	FEMA/HSEM Grant Warrant Operating Budget	23-Sep	EMD	EMD Harper is currently contracting with Genasys Emergency Management System through Homeland Sec. State Contract at no charge.(update to follow)
Dam Failure, Flood	14	LEOP, HMP, and Water Resources Plan should reference the Waukewan Dam Emergency Action Plan.	Operating Budget	23-Sep	EMD	Does reference currently.
All	4	Complete development of Shelter Plan and test it.	Operating Budget, HSEM	23-Sep	EMD	Identified for completion for 2026(EMD Harper and others)
Water Contamination	26	Establish a monitoring program for cyanobacteria and explore treatment methods.	NH DES	23-Sep	W & S	Currently in place per Superintendent Bordeau.
All	2	Include a recommendation in the next Community Plan update to incorporate elements of the Hazard Mitigation Plan.	Operating Budget	23-Sep	Comm. Dev.	Currently in place per Comm. Development.
All	12	Investigate the need for a Local Transportation Impact Plan as it relates to all potential local hazards	Grant	24-Sep	DPW, EMD	Agenda Item for EMD Harper(end of year 2026)
Water Accessibility	25	Investigate the need and location for an additional treated water storage facility	FEMA/HSEM Grant, Warrant	24-Sep	W&S	In process per Superintendent Bordeau.
All	6	Create standards for driveways and roads for new lots through the subdivision process that address slope, width, and access for emergency response.	Operating Budget	25-Sep	Comm. Dev.	In process per Comm. Development.
All	5	Create guidelines for the development of driveways for lots of record that address slope, width, and access for emergency response.	Operating Budget	25-Sep	Comm. Dev.	In process per Comm. Development.
Water Redundancy	27	Engineering feasibility study of water treatment Intake	Operating Budget	25-Sep	W & S	Completed per Superintendent Bordeau.

Wildfire	30	Develop new water sources for firefighting - one per year:	Operating Budget, grant	26-Jul	FD	Chief Jones is aware of the need for items A-E (dry Hydrants) and has identified other locations in need as well and will need to be budgeted going forward.
		a. at Mer16: Upper New Hampton Rd.				
		b. Mer17: Pickerel Pond, Windsong Place at Boat Ramp,				
		c. at Mer28: Chase Rd. Draft site,				
		d. at Mer11: West Rd. Beach,				
		e. Move Mer26 dry hydrant to Town Docks.				
Flood	18	Upgrade stone box culvert on Chase Road	CIP, FEMA	26-Sep	DPW	has been Identified per DPW(Faller)
Flood	21	Complete vulnerability assessment on contributing area and impervious surfaces, slopes, soil, pipe sizes, ditch runs for potentially flood-prone areas in town and that are in close proximity to culverts, dams, and bridges to determine relationship to flooding in town, including upland areas.	CIP, FEMA	26-Sep	DPW	Mostly addressed and is protocol per DPW(Faller)



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025**

From: Judie Milner, Town Manager

Subject: Draft Goal Setting Summary

Suggested Motion:

No Motion – Informational Only

Recommendation:

I recommend the selectboard review plan and prioritize objectives with Rick Alpers, PRIMEX, at your November 24, 2025 selectboard meeting.

Background/Discussion:

In September 2025, the selectboard and management team engaged with Rick Alpers from PRIMEX, the town's risk management provider, in creating a vision & mission statement as well as developing strategic goals and objectives for the next 18 months. The process of the goal setting sessions and the preliminary results are contained within the attached report from PRIMEX. The next step in the process is to review and prioritize the objectives developed. Rick Alpers will be at our November 24th selectboard meeting to guide us through this next step.

Fiscal Impact:

PRIMEX is Meredith's risk management provider and performed this task for the community free of charge.

Concurrences:

This strategic update supercedes any previous plans.

Town of Meredith Selectboard Agenda Report

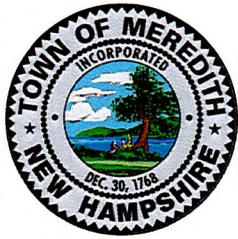
Alternatives:

Do not continue with the process.

Attachments/Exhibits:

Town of Meredith Goal Setting Summary prepared by PRIMEX

GOAL SETTING SUMMARY



TOWN OF MEREDITH
SEPTEMBER 9, 2025



PARTICIPANTS

Session 1 - Sept. 9, 2025

Mike Pelczar – Chair

Jeanie Forrester

Lynn Leighton

Steve Aiken

James Gregoire

Judie Milner – Town Manager

The session was facilitated by:

Rick Alpers, Member Services Manager, Primex³

Session 1

PURPOSE AND INTENDED RESULTS

This is a 2-night goal setting session for the Town of Meredith. On the evening of September 9th, 2025 the Board and Manager gathered to discuss what is currently going well for the Town and what are the Town's current challenges. The Board and Manager also spent time crafting new Vision and Mission statements for the community.

The following is the manager and board response to what currently going well for the community and what are the challenges that the community faces:

What's going well:

- Strong Volunteers
- Great community involvement
- Current staff makeup
- The town is a premier employer
- WW Watershed
- BOS is receptive to communication
- Board is engaged in the community
- Supportive residents
- New Town Manager
- Finances are strong
- New website
- Parking Committee
- Overall water quality
- Master Plan update
- Tourism is strong
- 2nd home development
- Solar array built
- Town plans well for projects
- Short term rental policy in place.

Challenges Facing the Community:

- Large scale infrastructure projects needed that are expensive
- Current facilities are aging
- Main St project
- Master Plan Update
- Staffing
- Needs and wants for the FD as they transition to a career FD
- Recycling Center
- Housing stock
- Funding CIP
- IT infrastructure upgrades
- Lake water quality
- School budget
- Prescott Park revitalization
- Parking
- Aging community

The Board and Manager were asked to think of what key words they think would fit nicely into a new Mission and Vision statement. I shared with them a Mission statement should describe your organization at its core and the vision statement tells the story of where the Town is heading.

The following words were shared in regard to a mission statement:

<ul style="list-style-type: none">▪ Welcoming▪ Service▪ Respect▪ Transparency▪ Community▪ Quality of Life	<ul style="list-style-type: none">▪ Attractive▪ Small Town Feel▪ Safe▪ Raise a Family▪ Place to Retire Well
--	---

The following words were shared to describe a vision statement:

<ul style="list-style-type: none">▪ Destination▪ Great place to live▪ Live▪ Work▪ Play	<ul style="list-style-type: none">▪ Quality of Life▪ Accommodating▪ Welcoming▪ Inclusive▪ Use of Natural Resources
--	--

The group of six were now split into two groups of three. One group crafted a mission statement and the other group crafted a vision statement.

The following are each groups statement:

Mission Statement:

Meredith strives to deliver high quality services and amenities to residents and visitors in a small town atmosphere.

Vision Statement:

Fostering a dynamic and inviting environment where neighbors and visitors can connect and all generations can thrive.

Session 2 PARTICIPANTS

Session 2 - Sept. 11, 2025

Mike Pelczar – Chair

Jeanie Forrester

Lynn Leighton

Steve Aiken

James Gregoire

Judie Milner – Town Manager

Ken Jones – Fire Chief

Mike Harper – Police Chief

Mike Faller – Public Works Director

Bob Carpenter – Finance and Administrative Services Director

Angela LaBrecque – Town Planner

James Commerford – Assessor

The session was facilitated by:

Rick Alpers, Member Services Manager, Primex³

GOAL SETTING

Each Board member and the Manager were asked to share three goals they would like to see the Town achieve over the next 12-18 months. Eighteen goals were shared with the group and the goals were then grouped with other similar goals to make three overarching goals. The three overarching goals are as follows:

1. HR/People
2. Infrastructure
3. Economic Development and Planning

Each member of the board, manager and department heads were split into three groups evenly and each group was assigned one of the above overarching goals to work on. The following is their work and prioritizing of the 18 goals:

1. HR/People

Goal Summary – Build upon efforts to be known as a **premier employer**

Strategic Objective 1:

WHAT – Review and consider wage, salary and benefits on a consistent basis taking into account budgetary restraints.

WHEN – Ongoing and 2026 budget

WHO – Town Manager and Selectboard

Strategic Objective 2:

WHAT – Each department to perform an assessment to identify the core services it delivers and the resources it will take to provide those services.

WHEN – Ongoing 2025

WHO – Human Resources, Town Manager and Department Heads

Strategic Objective 3:

WHAT – Develop a culture that attracts and retains staff through career development and lifestyle amenities such as childcare, flex time, remote work, gym memberships etc...

WHEN – Ongoing 2026 budget

WHO – Human Resources and Town Manager

2. Infrastructure

Goal Summary – To assess the infrastructure deficiencies in town

- A. Water and Sewer
 - a. Route 25 and 3
 - b. Water Tank to the Downtown
 - c. Water Tank up to Route 106
 - d. Winnipesaukee Sewer Basin – Sewer line Evaluation and Replacement
 - e. Underground Utilities Route 25 & 3
- B. Pleasant Street Wall
 - a. Obtain engineers estimate to repair or replace
- C. Docks – Waterfront Infrastructure
 - a. Assess current conditions and design
- D. Main Street
- E. Sidewalks

Strategic Objective 1:

WHAT – Main Street – Prepare final design from VHB. Coordinate this project with the canal project and address parking needs at the same time.

WHEN – June of 2027

WHO – Selectboard, Town Manager, W&S and DPW

Strategic Objective 2:

WHAT – Water and Sewer enhancements on Routes 25 and 3. Assessment currently being completed. Look at future expansion of water service to the round about at 106.

WHEN – December of 2026

WHO – W&S and Town Manager

Strategic Objective 3:

WHAT – Repair or replace the Pleasant St wall. In need of an engineers estimate for the repair or replacement.

WHEN – August of 2027

WHO – DPW and Town Manager

Strategic Objective 4:**WHAT** – Town docking and waterfront infrastructure

- ✓ Assessment of current conditions has been completed
- ✓ Funding – ETF and proper costs

Strategic Objective 5:**WHAT** – Town Buildings

- ✓ RFP has been sent out to study all current town owned facilities that are in need of updating
- ✓ Interviews of responding firms need to be completed
- ✓ Firm needs to be awarded the RFP
- ✓ Reports and decision to follow the study

WHEN – May 2026**WHO** – Selectboard and Town Manager**3. Economic Development and Planning****Goal Summary** – Implement comprehensive planning mechanisms to maintain and cultivate Meredith to meet current and future needs.**Strategic Objective 1:****WHAT** – Implement framework both regulatory including shoreline protections and development to encourage economic development including the highest and best use of a property.**WHEN** – March of 2027**WHO** – Community Development and Assessing**Strategic Objective 2:****WHAT** – Revisit health regulations for maintenance of all septic systems on all bodies of water**WHEN** – September of 2026**WHO** – Health Officer

Strategic Objective 3:

WHAT – Develop municipal stormwater best management practices to protect water quality

WHEN – December of 2026

WHO – DPW

Strategic Objective 4:

WHAT – Develop implementation monitoring teams for all of Meredith's long-range plans. Updates to the TM quarterly and to the BOS twice a year.

WHEN – April of 2026

WHO – Town Manager

Strategic Objective 5:

WHAT – Continue to develop and implement community wide parking plans.

WHEN – September of 2026

WHO – PD, DPW, Town Manager

CONCLUDING THOUGHTS

Thank you again for the opportunity to participate in this important process. Primex³ appreciates the opportunity to provide assistance to members with goal setting, and to help governing bodies develop paths to achieve their visions. A forward-looking community that is deliberate, disciplined, and strategic in developing and accomplishing its goals illustrates how “good management is good risk management.”



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025**

From: **Meredith Energy Committee**

Subject: **Community Power Plan Presentation**

Suggested Motion:

Selectboard member moves, "I move that the Meredith Selectboard hereby authorizes the Town Manager to enter into the Cost Sharing Agreement and Member Services Contract for the Complete Service Bundle with the Community Power Coalition of New Hampshire (CPCNH) with Town Manager Judie Milner as the Authorized Officer and with elections in Exhibit C Article VIII Section 2 of the Agreement being a) "yes", b) "yes", and c) "yes"; and

BE IT FURTHER MOVED, that the Meredith Selectboard hereby approves Community Power Coalition of New Hampshire's Data Security and Privacy, Energy Portfolio Risk Management, Rates, and Financial Reserves Policies.

Selectboard Chair asks for a second, discussion and vote.

Background/Discussion:

Voters approved the Meredith Community Powers Electric Aggregation Plan at the 3/12/25 town meeting. The PUC accepted the plan on June 9, 2025.

Representatives from community power presented the next steps for Meredith to complete for the plan at the selectboard meeting of October 6, 2025. This motion covers the next steps necessary to implement the plan.

Town of Meredith Selectboard Agenda Report

Attorney Sullivan has reviewed and approved all Community Power Plan agreements attached.

Links:

The following documents can be found under Community Power at this link:
<https://www.meredithnh.gov/336/Projects-Plans>

Cost Sharing Agreement

Energy Portfolio Risk Management, Retail Rates, and Financial Policies

Board Policy on Data Security & Privacy



**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025**

Subject: Waukewan Watershed Advisory Committee Appointment

Suggested Motion:

Selectboard member moves, *"I move the Meredith Selectboard appoints Jim Wieler to the Waukewan Watershed Advisory Committee."*

Selectboard Chair calls for a second, discussion and vote.

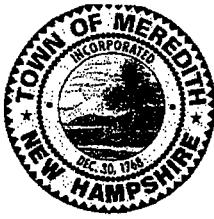
Background/Discussion:

The committee has fully endorsed Mr. Wieler's application.

Attachments/Exhibits:

Jim Wieler Committee Application

Email from Chair of Committee confirming committee approval



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: Jim Wieler Board: Waukewan Watershed Advisory

Physical Address: 74 Water Street

Mailing Address: 74 Water Street

Email Address: jimwieler@gmail.com

How long at present address: 18 yrs Phone: 508 533-5595

Education: BS Univ of Mass, MSc. Univ of Alberta

Relevant Experience: WWC Board, Upper Charles Conservation Land Trust, MA

Friends / Relatives Employed by the Town: none

Community Interests / Civic Organizations: Land use/preservation, Planning

Windy Waters Conservancy Board, Past Chair Planning Board, Medway MA, Land Trust board president

Employer: None

References: Donna VanNess-Murphy, Tim Whiting, Cindy Voltz, Mike Pelzcar

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

Jim Wieler

From Donna VanNess-Murphy <dvnom@aol.com>

Date Tue 10/7/2025 1:07 PM

To Angela LaBrecque <alabrecque@meredithnh.gov>

Cc Town Manager <townmanager@meredithnh.gov>

CAUTION: This email originated from outside Meredith Town Offices. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon Angela,

At this morning's meeting, a vote was taken in favor of approving Jim Wieler's application to the Waukewan Watershed Advisory Committee, pending Selectboard approval.

We look forward to having Jim aboard.

Best,

Donna Murphy

Chair- Waukewan Watershed Advisory Committee

Donna VanNess Murphy



Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 2025

From: Judie Milner, Town Manager

Subject: Town Manager Report

Welcome Aboard:

Jordan Duplessie – water

Retirements:

Director Choiniere – After almost 26 years of service, Director Choiniere is retiring on 12/31/25; in my short period of time here in Meredith I have come to really respect Director Choiniere, his dedication to his craft has not only benefited the town of Meredith but sets the bar high for the next Director coming in; Vint, thank you for your service and best wishes in your retirement.

Shout outs:

John Parent – DPW, passed his cdl learners permit test – congratulations!

Historical Society, Planner LaBrecque and Selectboard Member Forrester – representing Meredith admirably by showcasing Meredith's historical walk, sculpture walk and Laverack Trail as mobile tours at the Travel & Tourism Research Association Conference which was held right here in Meredith – thank you all!!!

Director Choiniere – leading the team to the successful completion of the adaptive launch project – great job!

Employee Training Clarification -

Town of Meredith Selectboard Agenda Report

2026 Budget Process – 2 Workshops scheduled for November 12th at 4:30pm and November 18th at 5:30pm. I plan to discuss overall payroll and benefits for 2026 at your 11/10/25 regular Selectboard meeting. 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.

Selectboard Email Addresses -

2025 Tax Rate – we have not received all of the information(mostly the County number) in order to set the tax rate for tonight, tax rate setting will occur at your Nov 10th meeting.

Invasives in Meredith – people have been reaching out regarding the many invasives in Meredith specifically Japanese Knotweed. I believe people will speak about it tonight. I worked with a member of the conservation commission on numbers for spray eradication in the 2026 budget.

Coalition 2.0 – I attended the annual meeting of this group – the group advocating for our interests in the education funding issues at the court and legislature – on October 21st. I've been elected as the appointed (vs elected) alternate to the 5 member Joint Board which acts as the Executive Committee for the group. There are 23 communities participating in Coalition 2.0 with some active recruitment of 5-6 other communities who stand to lose significant tax dollars if the donor community model is reinstated. Meredith's share of the fee is expected to be \$5,194 in 2026 down from \$13,208 in 2025. 2026 is not a State budget year so less advocacy is needed.

Vision, Mission, Strategic Goals – summary was one of tonight's workshops so that we can digest it ahead of our Nov 24, 2025 meeting where Rick Alpers from Primex will facilitate final thoughts on the vision, mission and goals and the prioritization of the objectives to meet those goals.

Holiday Party vs 12/24 Discussion with Board -

Flood Map Update – the comment period ended on 10/14. FEMA representatives will be speaking at the LRPC meeting on 10/27. More from Planner LaBrecque after the LRPC meeting.

Town of Meredith Selectboard Agenda Report

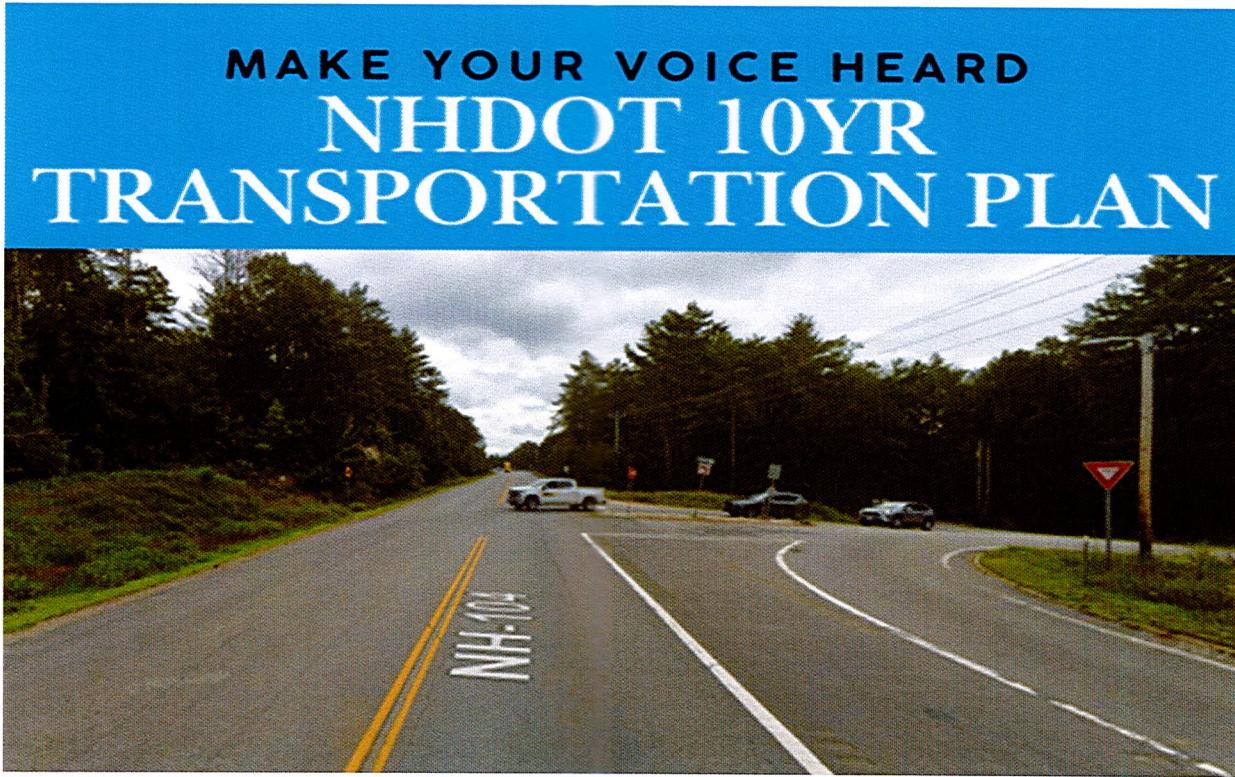
Winnipesaukee River Basin Program Update – the advisory group is still working on mitigating the huge cost increases specifically in the replacement fund. Reminder, the State sets the numbers in the budget and the communities are expected to pay. The attached draft letter is being circulated to the member groups for TM signatures. The member communities should have a voice in the budgeting/planning processes which they pay for - I plan to sign the letter for Meredith and will keep you informed of the process.

ATTACHMENT A

126 Meredith Road Code Enforcement Update – the judge gave the owner 45 days for the sale and demo of the property which brings us to 10/29. At that point, if the owner has not complied, I believe the judge will order the Town to demo and lien the property.

Union Arbitration Update – Arbitration occurred on September 15th. The 2 attorneys filed their summations within the 30 day window; Arbitrator Shea asked for 45 days to render her opinion which brings us to early December. As discussed with the board, this opinion could have a significant impact on both the current budget and 2026 budget.

State DOT cuts to 10 yr Plan - GACIT hearings are continuing for districts other than ours. We are still concerned that another district may get their cut project put back in which will mean another project is cut. Town Planner LaBrecque has been attending the GACIT hearings as well as the joint community meeting hosted by the Town of Raymond. It is important to have your voice heard. A News Flash has been issued on the town's website explaining the issues and providing the link for citizen comment. A helpful flyer provided by Town Planner LaBrecque follows:



GACIT is working on the [**2027–2036 Ten-Year Transportation Improvement Plan**](#), which shapes the state's transportation goals, project priorities, and funding decisions — including road, bridge, transit, and multimodal projects.

[Comment Here](#) Ask DOT to keep the cut projects on a priority list or retain in the plan as not funded projects. All the projects being cut were evaluated, scored and deemed priorities. Let's not lose the work that went into identifying them. Consider asking DOT to increase their revenue through toll increase.

[NH DOT Public Hearing Ten Year Plan Presentation](#) All you need to know about cuts to the DOT 10 Year Plan.

In addition, DOT is looking for communities to support an increase in tolls throughout the state as projects are being cut and revenue is not keeping up. Thoughts?

I signed onto a letter prepared by LRPC for the 4 communities along the route 25 corridor, reminding DOT not to forget about the projects that support our busy and important economic driving corridor. The letter is attached to this update. [ATTACHMENT B](#)

NHDOT project on Neal Shore Road – the railroad crossing will be replaced on Neal Shore Road. The work is expected to occur the first part of November; DOT plans to keep one lane of traffic open at all times so residents who live near the lake can access their homes.

Town of Meredith Selectboard Agenda Report

Adaptive Launch Project – installation is complete; Director Choiniere is working with Bldgs and Ground to update the approach path to the launch.

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

10/28 4:30pm Planning Board Workshop to present HOP outreach findings and draft regulatory language

11/25 5:30pm Planning Board Workshop review revised regulatory language

12/9 7pm 1st Public Hearing

There is a survey that was sent out in a News Flash and still available on the community development page of the website (www.meredithnh.gov) for community input on zoning changes.

Bios for Website – I'll be sending the bio's to the website people on 10/31.

Master Plan – draft plan is on the website, edits are still being made, the Planning Board will be reviewing the 2nd draft of the plan at their meeting on 10/28 at 4:30.

Upcoming Events on Town Property:

DPW FACILITY USE PERMITS APPROVED						UPDATED 10/21/2025				
NAME OF APPLICANT	PROPERTY	Event Date	TIME	EVENT	APPROVED	DENIED	INSURANCE	CONDITIONS	P/L/P	Email
2025										
Lakes Region Dance	Solid Waste	October 4-5	8am to 3 pm	fundraiser	x		yes			yes
ILHS Class of 2028	Solid Waste	October 18	8am to 3 pm	Fundraiser	x		yes			yes
ILHS Track & Field Team	Solid Waste	November 1	8am to 3pm	Fundraiser	x		yes			yes
Lakes Region Dance	Solid Waste	November 8-9	8am to 3 pm	fundraiser	x		yes			yes
ILHS Freshman Class	Solid Waste	November 16	8am to 3 pm	Fundraiser	x		yes			yes
Hooks & Needles Club	Christmas Trees in Hesky Park Pavilion	Nov 12 through 19th	24 hrs each day	Hats/Mittens Give away for Needy	x					yes
2026										
Meredith Rotary Club	Solid Waste Facility	January 3rd	8am to 3pm	Styrofoam collection	x		yes			yes
Rick Loader, Guitar Army	Hesky Park	Every Tuesday night	5:30 to 8:30 pm	guitar concert	x		yes			yes

As we discussed, I will be speaking with DPW about the frequency of fundraising activities at the transfer station in 2026.

Town of Meredith Selectboard Agenda Report

Upcoming Meetings:

Town of Meredith

Selectboard Meeting Schedule - Fall 2025

Date	Time	Meeting	Location
10/27/2025	4:30pm	Selectboard Regular Meeting	Community Center
10/28/2025	4:30pm	Planning Board Workshop	Community Center
10/16/2025	5pm	Parking Committee	Town Hall Annex
11/10/2025	4pm	Selectboard Regular Meeting	Community Center
11/12/2025	4:30pm	Budget Workshop	Humiston Bldg Conference Room
11/18/2025	5:30pm	Budget Workshop	Humiston Bldg Conference Room
11/24/2025	4:30pm	Selectboard Regular Meeting	Community Center
11/25/2025	5:30pm	Planning Board Workshop	Community Center
12/8/2025	4:30pm	Selectboard Regular Meeting	Community Center
12/9/2025	7pm	Planning Board	Community Center
12/17/2025	noon	Holiday Party	Community Center
12/22/2025	4:30pm	Selectboard Regular Meeting	Community Center

State Zoning/Housing Mandate Dialog – the Town of Raymond is putting together a meeting with the Governor and key State officials regarding the unfunded mandate some of the zoning and housing legislation has put on communities. The first meeting was October 6th – Town Planner Labreque attended. We'll keep you informed of future meetings.

Short Term Rental Licensing – The STR licensing software has been configured. Town Planner LaBrecque ran through a demo and suggested some edits and those are being

Town of Meredith Selectboard Agenda Report

made. The outreach letters are drafted, which will be circulated and ready to mail when the software goes live.

Solid Waste Disposal Surcharge – a \$3.50 per ton surcharge has been enacted on solid waste beginning 1/1/26. Municipalities will be able to request reimbursement of the surcharge on a quarterly basis. This creates more paperwork and filings for the Administrative Services department and will require education in the budgeted process as the fees will be appropriated in the tipping expenditure line and the reimbursements will be appropriated in a revenue line with \$0 net effect on taxes but the expenditure line will look like a sizable increase. More to come during budget process.

Town Wide Road Assessment – completed and implemented in the proposed 2026 budget.

CIP Update – on Oct 1st, the CIP committee recommended \$2,440,374 in projects of which \$1,186,374 recommended funding with existing monies saved in the expendable trust funds leaving \$1,254,000 recommended for appropriation in the 2026 budget. Next steps will be narrative write up by Director Carpenter and Planning Board Review/Approval at their 11/24 meeting (pushed from 10/28 as the board has a heavy agenda that evening).

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 November.

Deeded Properties in the Town's Name – all properties but 2 (R17-16 Chemung & R35-3 off edgarly school) received bids and have been paid. Attorney Sullivan is preparing the appropriate paperwork for the winning bidders and handling the return of excess contributions for the applicable tax deeded properties. I plan to re-bid the 2 properties in the near future. Total received is \$513,555.54 with \$52,753.89 to be returned to previous owners for a net revenue of \$460,801.65.

Pleasant Street Wall – Part of the CIP presentation

Waterfront infrastructure – Part of the CIP presentation

Town of Meredith Selectboard Agenda Report

Parking PILOT Program – Draft data collection report was attached to your 9/8 packet. 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 RSA that tells us we must charge taxes associated with the use of municipal property if the property is restricted to a few users. The committee met on 10/16 (after the PILOT program ended on 10/15). It seems there is a consensus of the committee to establish another PILOT program for next season with a few tweaks suggested. There is another meeting schedule for 10/30 at 5pm in the Annex to confirm the recommendation to the Selectboard from the committee.

Main Street Project – parking study is complete and attached to this TM update. Per our engineers, “the long and short of it is, Meredith has ample parking along Main Street and its vicinity”. Separately, I applied for a grant on 9/8 through a DOT Grant Program - Rural and Tribal Assistance Pilot Program - for \$432k to finish the preliminary and final design phases for the project - fingers crossed. I have not heard as a result of the federal shutdown prior to the award date (expected 10/8). I will let you know when I hear – let’s hope for federal resolution soon. Next steps for this? Would you like to have the engineer in to present this at a public meeting along with the plan for main street so we can move to the next step in design???

ATTACHMENT C

Status DPW Bldg/Hutter – Attorney Sullivan working on resolution as discussed in nonpublic session on 10/6. More to come when this is public.

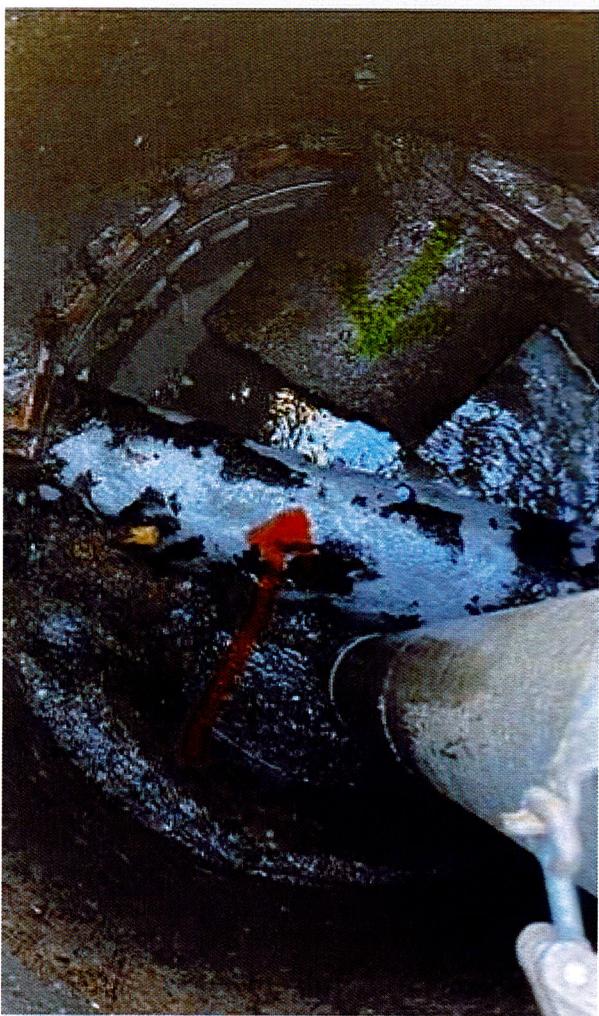
Next Department Head Meeting – November:

Budget Discussion based on priorities set in strategic summary
Personnel Policy Review

Waukewan Dam & Canal project – The FEMA grant for the project in the amount of \$5,073,634.95 to be obligated by 9/26/27 was approved by Governor & Council on 9/17/25; Meredith has already accepted and appropriated the pass through grant for the project; next steps will include a request for extension to 9/26/28 (one year extensions are the max that we can request). The engineer is working on several pieces of the request; Director Carpenter is handling the town portion of the request and will submit the completed request.

Route 3/25 assessment(underground) – Update from Superintendent Bordeau:

I will be meeting onsite at the Town Docks 10/28 at 11:00am with the consultant for the Bay district (Center Harbor), And representatives from state DOT to discuss issues and responsibilities of the drainage and sewer mains along Route 3. The photo shown below was sent to me last week and is a recent find when the catch basin cleaning company was in town last week. This location is approximately 200' from the break three weeks ago. You can see in the photo the red arrow showing severe deterioration of the ductile iron pump (force sewer main). The green arrow is showing the direction of flow from the state storm drain. The flow of water and grit over time has destroyed the pipe and is headed for failure. Once I confirm the findings and have had a discussion with all involved, I will update you. Thank you.



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 workshops in October 2025 with the related rate study.

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; site preparation will occur this fall with a spring construction.

Community Power – final document execution was on tonight's agenda.

History: 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. The next step is signing the cost sharing agreement and other paperwork, which was reviewed by Attorney Sullivan. These documents and next steps were on tonight's agenda for vote.

Fire Department Study – on hold until after the strategic objectives are completed.

Space Needs RFP – Interviews were conducted with 3 firms on 9/16. The team moved forward with SMP Architecture. There will be several opportunities for community engagement at regular selectboard meetings and other venues throughout the process. Kickoff meetings with staff will be happening November 6th.

Projects working on – Stay Tuned for Future Update

PFAS Settlements

(A)

WINNIPESAUKEE RIVER BASIN PROGRAM ADVISORY BOARD

October 21, 2025

Robert Scott, Commissioner
Department of Environmental Services
29 Hazen Drive, PO Box 95
Concord, NH 03302-0095

Dear Mr. Scott:

The member communities of the Winnipesaukee River Basin Program (WRBP) appreciate your Department's efforts over the decades to operate the system for the member communities. We especially appreciate recent efforts by your staff in working with us to update the Replacement Fund statute to reset funding levels that are more aligned with the needs of the WRBP.

That said, the member communities are concerned about the ability of the DES/WRBP management team to execute a capital improvements program that is financially sustainable for the member communities. Our primary concerns are a) how funds are being expended on projects, b) the lack of expertise on the WRBP management team to properly manage and execute projects, c) the inability of the WRBP management team to clearly articulate a long-term, cost-effective capital improvements program, d) the inability of the management team to develop cost-effective strategies for asset renewal, and e) the inability of the management team to provide long-term rate impacts to the ratepayers.

The following are the most recent projects that led to our conclusion:

Asset Management Plan:

- In 2016, sufficient resources were made available to DES/WRBP to deliver a viable asset management plan by 2018 under a CWSRF grant. The project was not delivered, and grant funding was withdrawn.
- After nearly 9 years and \$550k in community investment, the asset management program remains in the implementation phase. The expertise and software acquired for this initiative has not yet been fully leveraged to the benefit of the program and ratepayers. Organizational engagement and commitment to implement and execute a viable asset management plan appears to be a challenge. Full implementation is currently scheduled for 2027 with additional expenditures proposed under the “master plans” projects to be undertaken by the WRBP.
- Based on information provided by DES staff, the cost of delivering a viable plan will now exceed any grant amount that is being offered for this assignment and will cost community ratepayers more what was envisioned at the outset of the project.

Solids Handling Project:

- In 2021, the preliminary design phase of the solids handling project commenced. In 2023, the final design phase commenced. In summary, the final design phase included the completion of all evaluations, designs and preparation of contract documents (plans, specifications, etc.), as

well as bid assistance to publicly advertise the project for bid, evaluate bidder proposals and award a construction contract.

- As per DES/WRBP, near the completion of the 60% design phase in the winter of 2023, the engineer advised that the project, as designed, was not constructable. In response, DES paused further engineering work to avoid unnecessary expenditures.
- To date, over \$665k has been spent on a project that is “un-constructable”
- In October 2025 the member communities were informed by the WRBP management team that the cause of the problem was failure of the engineer to recognize safety problems with the location of the new boilers. As of this date, the DES/WRBP management team has not resolved the “un-constructable” issue with the engineer or developed a comprehensive plan on how best to move forward with the project. After 4 years and hundreds of thousands of dollars spent, the solids handling project is on hold and member communities do not have clarity on how funds spent on an “un-constructable” project will be returned to the ratepayers.

Belmont Force Main:

- In 2022, DES/WRBP retained a consultant to “...evaluate alternative options to line or replace...” the Belmont force main concluding that “...a single project scope is now necessary.” This assessment was based on “..three pipe breaks..” that occurred in “...2021 and 2022.” The scope of services did not include an alternatives analysis or investigations to determine if there were more cost-effective renewal options than full replacement.
- In 2024, the Town of Belmont retained a consultant to evaluate WRBP’s request to replace the entire Belmont force main. The consultant “...did not see the justification for replacement of the entire forcemain...” and that “...further investigations are necessary to justify 100 percent replacement.”
- In 2025, the Town of Belmont retained a firm to perform a condition assessment of the force main. The consultant concluded that “...the existing force main, outside the 1500 LF section recommended for rehabilitation...appears to be in generally good condition...” and that “...the remaining useful service life of the force main in these areas to be at least 15-20 years without significant failure.”

In letters submitted to DES leadership on June 4, 2014 and June 15, 2015 (see attachments), the communities jointly expressed concerns in the following key areas:

- We are not well positioned to deal with the challenges of an aging infrastructure as we move forward.
- We can see that the communities are on an unsustainable trajectory to finance necessary investments.
- We are at a time in our history that requires us to change how we do business.
- It is our opinion that we do not have sufficient resources and expertise in place.
- We remain concerned about the cost and timeliness of project delivery.

It is the opinion of the communities today that the issues cited in 2014/2015 remain. The goal of any utility is to deliver the desired level of service in the most cost-efficient manner possible. The member communities believe the DES/WRBP management team has not met this mark, and we lack the

confidence they can do so. Further, we believe the DES/WRBP management team does not understand and is not aligned with the ratepayer's ability to finance the WRBP. Therefore, the member communities hereby request that the Department take immediate steps to:

- Conduct a thorough review of current management practices and structure.
- Implement corrective actions to address deficiencies.
- Consider changes in the management team to ensure the utility operates cost-effectively and transparently.
- Commit to putting the WRBP on a financially sustainable path by executing excellence in the areas of project management, capital improvement programming and asset management.
- Provide a more robust and transparent process to inform member communities on long-term costs so that member communities can determine the impact to their sewer rates.
- Connect the WRBP decision-making process to the ratepayers.

We remain committed to working collaboratively with DES/WRBP to ensure safe and effective wastewater management. However, without prompt action, the ongoing management deficiencies pose unacceptable financial risks to the member communities.

Thank you for listening to our concerns. We look forward to working with you on meeting the expectations of all WRBP ratepayers.

Sincerely,

City of Laconia, NH

City of Franklin, NH

Town of Gilford, NH

Town of Meredith, NH

Tilton Sewer Commission

Town of Belmont, NH

Northfield Sewer Commission

Dept of Administrative Services

Bay District Sewer Commission

Town of Sanbornton, NH

cc: R. Pelletier, NHDES
T. Diers, NHDES

WINNIPESAUKEE RIVER BASIN PROGRAM ADVISORY BOARD

Brian Sullivan, Chairman
City of Franklin
43 West Bow Street
Franklin, New Hampshire 03235

July 15, 2015

Eugene Forbes, Director
Water Division
Department of Environmental Services
29 Hazen Drive, PO Box 95
Concord, NH 03302-0095

Dear Gene:

In our June 4, 2014 letter to then Assistant Commissioner, Ms. Vicky Quiram (enclosed for reference) we provided feedback on the NHDES implementation plan on the 11 areas of improvement (referred to as enhanced status quo in the MOM Study) as presented to us on May 22, 2014. In that letter we presented our expectations on the work to be completed as recommended in the Task 1 MOM Study Report. This letter is to provide you with an update on our observations of the status of those expectations as well as comment on the revised implementation plan as submitted to the Advisory Board in April. In addition, we wish to offer our recommendations on the priorities we see as most important to the WRBP ratepayers.

Regarding our expectations as presented in the June 4 letter, our assessment is as follows:

- *Execute in all the areas of improvement as articulated in the MOM Study.* Little progress, if any, has been made on the areas of improvement. The only tangible accomplishment we have seen since the Task 1 Report was issued in December 2013 is the second implementation plan.
- *Meet the goals of the MOM Study regarding return on investment.* We are concerned that this will not be achieved because of the rate with which work gets accomplished at the WRBP. Unfortunately the history is that we are unable to get projects completed in a timely manner and the current implementation plan indicates many of the areas of improvements will take years to accomplish.
- *Meet the goals of the MOM Study regarding schedule.* We are now over 18 months removed from the completion of the Task 1 MOM Study Report and over 12 months removed from the first plan presented by NHDES staff on May 22, 2014. We have not met any of the deadlines set in the Task 1 MOM Report.
- *Get complete organizational (top to bottom) buy-in for the “enhanced status quo”.* As per the May 22, 2014 presentation, we were assured that this was addressed. We have seen no evidence that it has. We continually witness a lack of unity of purpose, teamwork and buy-in at the management level.
- *Demonstrate tangible improvements in project execution and timeliness.* This has not been met and remains a primary concern of the Advisory Board.
- *Provide timely feedback on “enhanced status quo” progress and operational, strategic and financial performance metrics.* While the monthly project status report is an improvement, it does not address these items.

- *Provide timely feedback on all long range strategic planning such as staff development, succession planning, staff cross training, capital improvement programming etc.* We have received no report on this item.
- *Provide access to all levels of WRBP management from Assistant Commissioner to Section Heads.* This was achieved on the Switchgear Replacement Project and it was very helpful to us in evaluating the need to make that investment. We expect this will continue going forward. We also request that we have direct access to the consultants who will be retained under the upcoming on-call engineering services contract to assist us in our evaluations on behalf of the ratepayers.
- *Complete economic evaluations on all major projects early in the project development process with rate impact analyses to each community.* This has not been necessary but we expect it will occur on future assignments.
- *Articulate a level of service to be delivered to the ratepayers who fund the program.* This has not been initiated.
- *Achieve organizational commitment (top to bottom) to serve the ratepayer.* We are unsure of the status of this expectation but again we have not witnessed it at the management level. If it isn't happening there, we can only assume it isn't happening elsewhere in the organization.
- *Develop a public education and outreach program to inform the ratepayer.* This has not been initiated.
- *Live by the mantra...No Surprises!* While the lines of communication have improved over time we remain frustrated by the lack of information provided to the Advisory Board.

Regarding the implementation plan as presented in April, we have the following comments. Please note that these are preliminary comments based on the plan submitted to date. Additional comments may be forthcoming as we go through the process of preparing task orders for specific items to be completed.

- An understanding of the condition of collection system assets remains the priority for the Advisory Board.
- We agree that an Asset Management Program is important. We are concerned regarding the timeline (3 years) required for its development.
- We expect that all the studies and evaluations done to date on the treatment plant and pump stations will be leveraged and that we will not be duplicating efforts on these assets.
- We are concerned about the cost of the Balanced Scorecard relative to its value to the ratepayer. We request more details be provided before any funds are expended on this effort. A statement regarding the value proposition (e.g. cost savings, improved efficiencies, etc.) should be articulated with details on what will be undertaken here.
- We would like to see a prioritization of work associated with the WWTP Optimization efforts.
- Please provide more frequent updates as to progress. We are unaware of any work accomplished to date other than the selection of on-call engineering firms.

The Advisory Board has recently met on two occasions with Town/City/Commission management in an effort to better inform decisions makers on WRBP status, to make a go/no go decision on proceeding with a community-owned/operated regional authority and to set priorities for the Advisory Board. Based on those discussions, the Advisory Board recommends moving forward with the following initiatives in the following order of priority:

1. Additional Study for a Community-Owned/Operated Authority: As noted in our July 7, 2015 letter we believe that this is an important initiative for the Advisory Board to pursue and is consistent with the Memorandum of Understanding which is a guiding document for the Advisory Board. Next steps: Develop a scope of work for a feasibility study.
2. Implementation Plan for Areas for Improvement: The MOM Study indicated there would be a return on investment beneficial to community ratepayers upon the successful completion of 11 (now 5) areas of improvement identified in the Task 1 Report. The Advisory Board issued a letter on June 4 articulating expectations regarding the Implementation Plan. As of this writing we are not aware of any significant advancement on any of the 11 areas of improvement and, as stated above, ratepayer expectations have not been met. Given the potential cost of the implementation plan and our track record on project execution, we are concerned about the cost of the plan going forward. Next Steps: The Advisory Board will use the review process for task orders to comment on the direction and cost of the implementation plan.
3. Asset Ownership: Ownership issues keep coming before the Advisory Board. NHDES staff has been tasked with meeting with the communities to identify the issues; this continues to be a work-in-progress. It would be optimal to resolve all issues as quickly as possible. It will be particularly important to do so in advance of a community-owned/operated authority (see Item 1 above) should that come to pass. This will take individual communities working with NHDES to identify and resolve all ownership issues on an equitable basis among all the communities. Next Steps: We request WRBP commit to a definitive timeline to complete this work.
4. Flow Metering Program and Cost Allocation Study: The Advisory Board has long considered shifting the cost allocation structure from the current hybrid proportional use/capacity allocation model to a flow-based model. The flow meters were installed primarily as billing meters for future use under a flow-based cost allocation structure. Therefore, we see the flow metering program and cost allocation effort as a single initiative. The meters are operational and we are collecting data but existing WWTP meters need to be calibrated to complete the data analysis. We request the WWTP meters be calibrated as soon as possible. CDM has completed some work on the cost allocation formula and a financial model has been developed. Next Steps: We recommend the flow metering program be made fully operation as if they were serving as billing meters. We also request work be re-started on a proposed flow-based cost allocation structure.
5. Capital Projects:
 - a. UV Project: On-going. DES should address punch list items immediately and complete project closeout. No action necessary other than Advisory Board oversight.
 - b. Switchgear Replacement: On-going. Expected to be completed Dec 2015. No action necessary other than Advisory Board oversight.
 - c. Digester Heat Exchanger Improvements: On-going. Evaluation completed and DES implementing recommendations. No action necessary other than Advisory Board oversight.
 - d. Future CIP Projects: Given the history on previous projects, we remain concerned about the cost and timeliness of project delivery. Given these concerns, available resources and expertise, and the workload associated with the initiatives noted above (many of which are CIP related), we believe consideration should be given to suspending the CIP process for all capital projects not deemed to be mission critical (i.e. meet our NPDES Permit). To our knowledge there are no mission critical capital improvement projects on the current CIP.

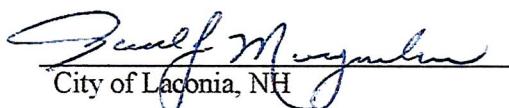
Eugene Forbes, Director

July 15, 2015

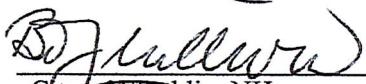
Page 4

Thank you again for your service to the WRBP communities. We look forward to working with you on meeting the expectations of all the WRBP ratepayers.

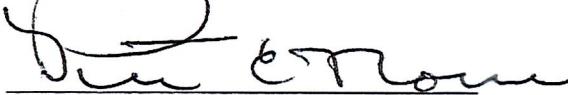
Sincerely,


Paul Mayhew

City of Laconia, NH


Bob Sullivan

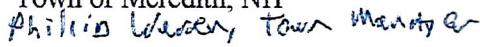
City of Franklin, NH


Jim Ernster

Town of Gilford, NH


Phillip Wheeler

Town of Meredith, NH


Phillip Wheeler, Town Manager

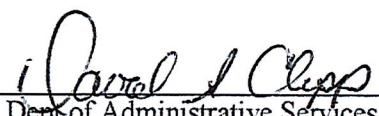

Johanna Marie

Tilton Sewer Commission


Karen Braudie

Town of Belmont, NH

Northfield Sewer Commission


Carol I. Clapp

Dept of Administrative Services


Karen R. Bell

Bay District Sewer Commission

Town of Sanbornton, NH

**WINNIPESAUKEE RIVER BASIS PROGRAM
ADVISORY BOARD**

Brian Sullivan, Chairman
City of Franklin
43 West Bow Street
Franklin, New Hampshire 03235

June 4, 2014

Vicki Quiram, Assistant Commissioner
Department of Environmental Services
29 Hazen Drive, PO Box 95
Concord, NH 03302-0095

Dear Ms. Quiram:

As requested, the Advisory Board has reviewed and discussed the NHDES implementation plan on the eleven areas of improvement (referred to as enhanced status quo in the MOM Study) presented to us on May 22nd. We feel this plan is important to the long-term sustainability of the program and greatly appreciate your commitment to making the plan happen. It was obvious to us that the entire WRBP management team is committed to bringing about positive change to a program that is not only vital to the communities served, but to the region as a whole.

While we recognize and celebrate the good work and results achieved in the WRBP to date, we also know that we are not well positioned to deal with the challenges of an aging infrastructure as we move forward. We can clearly see that investments are required. We can also see that the communities are on an unsustainable trajectory to finance those investments. Simply put, we are at a time in our history that requires we change how we do business. Because of that, we felt it important to respond to the implementation plan at two levels. First, we thought it helpful to express our expectations on behalf of the rate payers we represent so that you can more fully understand the community perspective. Please note that our expectations are derived from the findings articulated in the MOM Study and they represent actionable items we feel are important to bend the cost curve. Our expectations are:

- Execute in all the areas of improvement as articulated in the MOM Study.
- Meet the goals of the MOM Study regarding return on investment.
- Meet the goals of the MOM Study regarding schedule.
- Get complete organizational (top to bottom) buy-in for the “enhanced status quo”.
- Demonstrate tangible improvements in project execution and timeliness.
- Provide timely feedback on “enhanced status quo” progress and operational, strategic and financial performance metrics.
- Provide timely feedback on all long range strategic planning such as staff development, succession planning, staff cross training, capital improvement programming etc.
- Provide access to all levels of WRBP management from Assistant Commissioner to Section Heads.
- Complete economic evaluations on all major projects early in the project development process with rate impact analyses to each community.

- Articulate a level of service to be delivered to the rate payers who fund the program.
- Achieve organizational commitment (top to bottom) to serve the rate payer.
- Develop a public education and outreach program to inform the rate payer.
- Live by the mantra...No Surprises!

Second, we wish to express our support of the WRBP staff to ensure successful outcomes happen to the benefit of all stakeholders. Based on the presentation, it is our opinion that we do not have sufficient resources and expertise in place to meet the goals set out by the MOM Study. Here's how we think the Advisory Board might be helpful in the short term:

- We will support the retention of qualified service providers who can fill resource gaps and provide expertise not available on staff. In addition we will work with WRBP staff to find ways to better leverage the value proposition offered by these service providers.
- We have 10 professionals who sit on the Advisory Board with significant expertise and critical thinking skills. We understand time is precious, but we will seek ways to leverage the collective expertise of the Advisory Board in support of the WRBP staff.
- We will support a change in communication protocols. We want to rethink our engagement with the WRBP staff and move the focus from simply being informed to developing strategies for improved performance. As a first step we are committing to setting a standing monthly meeting to enhance the opportunity for these types of engagements.
- We understand you will be more involved with the WRBP going forward. We want you to know that we welcome and appreciate your involvement. You bring a unique set of leadership skills to the process; skills that are critical for a successful outcome. We also understand your calendar is likely full. So in the interest time, we will make at least two members of the Board available so that we can have an on-going dialogue with you about status, progress and direction of the WRBP. We see this level of communication as a way to build in a higher level of accountability and confidence into the WRBP.

As a next step we suggest a meeting between yourself and the Advisory Board. The purpose of the meeting will be to strategize on how to align the implementation plan with the expectations noted above. It will also give us an opportunity to brainstorm where we can effectively leverage everyone's expertise.

As DES's partner in this endeavor, we are confident we can achieve lasting results sooner by enhancing the level of cooperation and teamwork among all stakeholders to the benefit of the people we serve.

Thank you again for your commitment. We look forward to discussing the implementation plan with you in more detail.

Sincerely,


Saulf M. Maysel
City of Laconia, NH

City of Laconia, NH

2

City of Franklin, NH

1

Sheldon C. Morgan
Town of Gilford, NH

Town of Gilford, NH

Frank J. McRae 6-5-14

Town of Meredith, NH

Johanna M. And 6-5-14
Tilton Sewer Commission

Tilton Sewer Commission

Karen Baudin
Town of Belmont, NH

Town of Belmont, NH

Stephen Pashedge
Northfield Sewer Commission

Northfield Sewer Commission

Jeff A. Chapman
Dept of Administrative Services

Dept of Administrative Services

Kris Cipolla
Bay District Sewer Commission

Bay District Sewer Commission



Town of Sanbornton, NH

Town of Sanbornton, NH

(B)

To:

Kelly Ayotte, NH Governor
Karen Liot Hill, District 1 Executive Councilor
Joseph Kenney, District 2 Executive Councilor
William J. Cass, NHDOT Commissioner

RE: NH Route 25 Corridor

Please accept this letter from the Lakes Region communities of Plymouth, Meredith, Center Harbor, and Moultonborough, all of whom abut NH Rte 25 in an effort to bring the safety, mobility, economic development and overall network significance of the NH 25 corridor to the attention of New Hampshire Department of Transportation (NHDOT), the Executive Councilors, and the Governor. The intent of this letter is not only to bring awareness to the importance of this corridor, but to also highlight the actions these communities have taken to address the concerns throughout the corridor, how the proposed draft 2027-2036 Ten-Year Plan (TYP) will affect the clear need for improvements, and to ask for action to be taken.

The NH Rte 25 Corridor is one of the main corridors for the important State tourist economy in the Lakes Region and this corridor connects directly to the White Mountain Region, an equally important State economic driver. In Plymouth, the NH 25 corridor is a part of the River Heritage Trail Scenic and Cultural Byway and has experienced exponential commercial growth over the last decade by attracting several national hotels and shopping centers, as well as sought-out regional grocery stores that benefit much of southern Grafton County, and northern Belknap County, while also providing services to those attending Plymouth State University. In the section from Meredith to Moultonborough, the NH 25 Corridor is part of the Lakes Region Tour Scenic and Cultural Byways and is also classified as a Critical Rural Freight Corridor in NHDOT's Statewide Freight Plan, with an Average Annual Daily Traffic (AADT) reaching 20,000 in Meredith, and nearly 15,000 AADT in Center Harbor's Village and 10,000 AADT in Moultonborough's Village. This stretch of the corridor is home to the Interlake's Elementary, and Middle High School, Moultonborough Central School and Moultonborough Academy, which only adds to the cause for concern.

In the current 2025-2034 Ten-Year Plan (TYP) there are 7 projects along NH 25 in the Lakes Region which addresses safety at 11 intersections throughout the 3 communities, Plymouth (1), Meredith (2), Moultonborough (3). In the incoming draft of the 2027-2036 Ten-Year Plan (TYP) there are 5 projects being affected and 1 new project being added in Center Harbor through the Transportation Alternatives Program (TAP).

Projects kept in Draft 2027-2036 TYP

Moultonborough Proj. # 40639 Intersection Improvements on NH 25 Between Lake Shore Dr. (W), Glidden Rd. and Lake Shore Dr. (E)

Meredith Proj. # 44285 (CMAQ) Intersection Improvements on NH 25/Laker Ln. and sidewalk reconstruction.

Center Harbor Proj. # 45256 (TAP) Sidewalks, Crosswalks, and ADA components.

Removed Entirely from Draft 2027-2036 TYP

Plymouth Proj. # 43532 – Intersection improvements to NH 25/Smith Bridge Rd.

Meredith Proj. # 43533 – Intersection Improvements to NH25 @ True Rd., Quarry Rd. and Patrician Shore Circle.

Construction Removed from Draft 2027-2036 TYP

Moultonborough Proj. # 41581 – Intersection Improvements to NH 25/Sheridan Rd.

Moultonborough Proj. # 42602 – Intersection Improvements to NH 25/ Redding Ln.

LRPC Priority Project for Draft 2027-2036 TYP

Plymouth – North Main St. (NH 25) Multimodal Safety Improvements.

Our request is for the Governor, Executive Councilors and NHDOT to factor in the economic impact and the stress that the NH 25 corridor is facing when it comes to safety at these important intersections which all have strong community and municipal support. Though the preferred outcome would be to see all phases of the projects to be put back into the Draft 2027-2036 TYP, collectively these communities believe that if at a minimum the PE & ROW would be put back into the draft TYP that it would not impact the constraints the TYP is faced, and would allow for no loss in momentum on getting this corridor to become safer for all road users, move freight faster, and boost commerce.

Sincerely,

Scott Weden Town Manager

Scott Weden, Town Manager, Town of Plymouth, NH

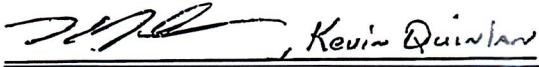


Judie Milner, Town Manager

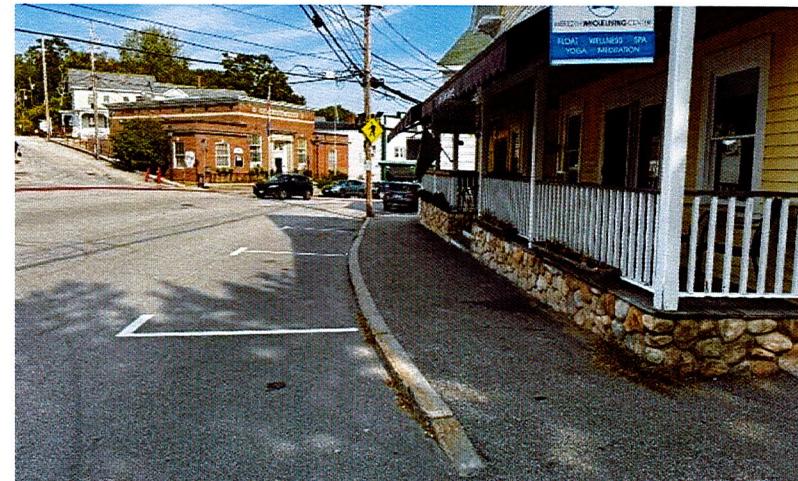
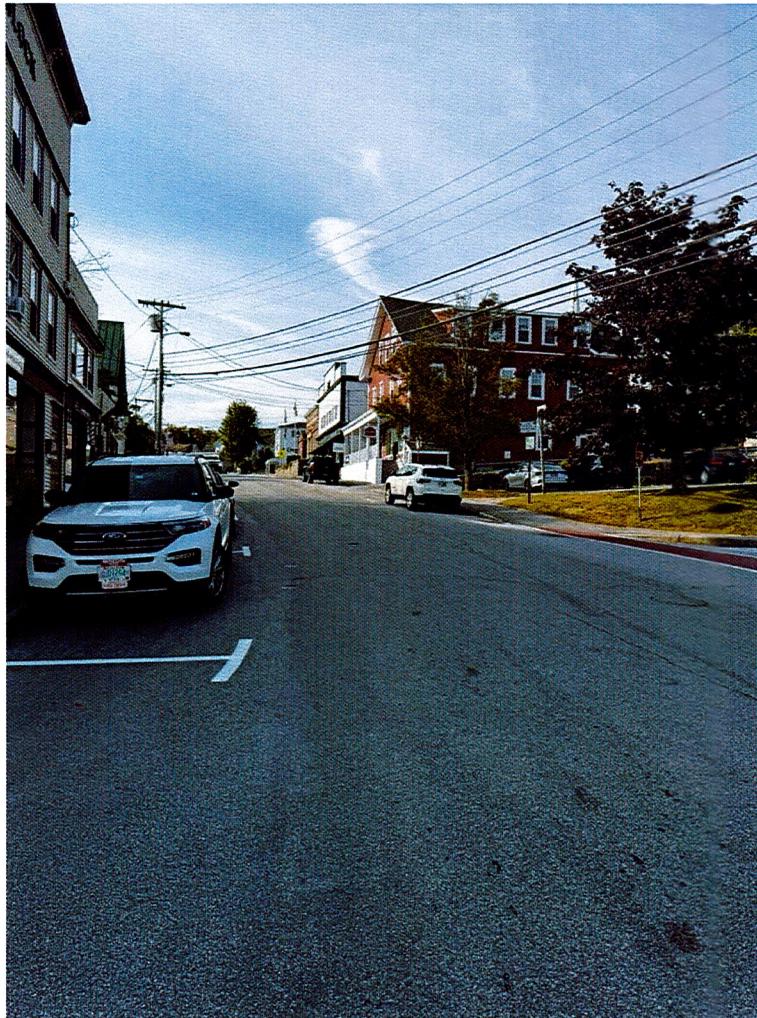
Town of Meredith, NH



William Ricciardi, Chair, Board of Selectmen, Town of Center Harbor, NH



Kevin Quinlan, Chair, Board of Selectmen, Town of Moultonborough



SUMMARY REPORT



Meredith Main Street Parking Evaluation

PREPARED FOR



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PREPARED BY



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OCTOBER 22, 2025

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Introduction

VHB has been retained by the Town of Meredith, NH to evaluate parking conditions along streets and municipally-maintained parking lots within approximately 0.2 miles of the central business district of the Town (predominately along Main Street near Town Hall). The evaluation consisted of a comprehensive parking study, which included an inventory of all existing municipally-maintained/regulated parking spaces as well as monitoring demand activity.

The purpose of the evaluation is to identify and evaluate parking utilization patterns in the study area including parking occupancy and parking turnover in an effort to identify whether parking deficiencies exist.

Through consultation with the Town Manager, Judie Milner, it was determined that the parking survey would be conducted on Friday, August 15, 2025, as this date was expected to reflect a typically high parking demand day within the study area.

Data Collection

Prior to conducting the field survey, VHB reviewed information provided by the Town and by Greater Meredith Program (GMP), which included a map of municipal and private parking lots in Meredith and an inventory of parking spaces (in the form of an Excel spreadsheet) within the study area. Prior to parking survey, on August 8, 2025, VHB conducted a field review of the study area to observe parking operations and confirm inventory of parking spaces, parking regulation signing, and designated private spaces.

The inventory included a total of 441 parking spaces located on 5 streets and within 9 parking lots within a walking distance of less than 0.2 miles to any point along Main Street between its intersections with Lake Street and US Route 3. The individual parking lots and on-street spaces that were inventoried and evaluated are shown graphically in **Figure 1**. As noted in summary and below, the typical number of available parking spaces is 444; however, three spaces along Water Street have been removed for long-term construction activities.

Figure 1 Downtown Meredith Available Parking Spaces



While the inventory provided a measure of the existing parking supply in total—parking utilization, duration, and turnover data was also collected by recording license plates for all parked vehicles on an hourly basis from 9 am to 6 pm on the day of the survey. This included a one-hour break at the 1 pm – 2 pm hour for lunch, except for Main Street north of Lake Street, which had data collected within the 1 pm – 2 pm hour. Collecting hourly license plate data provides valuable information regarding the length of stay of parked vehicles.

The summary report uses terms such as supply, utilization, duration, and turnover. These terms are defined as follows:

- › **Parking Supply** refers to the number of parking spaces available. The total parking supply includes some spaces that may be restricted to particular users such as "handicap or accessible spaces" or "motorcycle only".
- › **Utilization** refers to the number of parking spaces that are occupied. Utilization is often expressed as a percentage of the parking supply that is occupied. Daily utilization refers to the average utilization over the course of a day (or in this case the total hours that were inventoried) while peak utilization refers to utilization during the highest one-hour period of the day.
- › **Duration** refers to the average length of time that vehicles occupied a particular space. The duration equals the total hours that parking spaces were occupied divided by the total number of vehicles that used the parking lot during the survey period.
- › **Turnover** refers to the ratio of the total vehicles counted during the survey period divided by the parking supply. Turnover provides a measure of the frequency different parkers use the same parking space.

Parking Supply

To determine the study area parking supply an extensive inventory of each parking space in parking lots and on street was conducted. The following is a summary of the various parking areas within the parking study area.

On-Street Parking

Main Street (North of Lake Street)

These on-street parking spaces are along both sides of Main Street from the intersection with Lake Street on the southern limit to the intersection with Daniel Webster Highway at the northern limit. These spaces are most desirable for individuals looking to access the businesses, shops and restaurants located on Meredith's Main Street. The 63 total spaces include 2 accessible parking spaces and 1 space reserved for motorcycle parking at the northwest corner of High Street intersection. For the purposes of this study, the motorcycle space was excluded from the available parking supply. Apart from the 3 spaces in front of the Meredith Post Office and Hermit Woods Winery, which have a 15-minute parking limit, all the spaces in this area have a posted 2-hour parking limit.

Main Street (South of Lake Street)

On-street parking exists along the northbound side of Main Street between the intersection with Waukewan Street to the intersection with Lake Street. There is a total of 22 spaces in this area with a posted 2-hour parking limit.

Lake Street

On-street parking along the westbound side of Lake Street. Spaces are unmarked so the total supply of 8 was estimated based on the locations of no parking signs and driveways. There is a posted 2-hour parking limit for this area.

High Street

On-street parking along the eastbound side of High Street from the entrance to the High Street Lot to the intersection with Main Street. The 5 spaces are marked and have a posted 2-hour parking limit.

Water Street

On-street parking along the westbound side of Water Street from about 75 ft from the Main Street intersection to the Red Gate Lane intersection. These spaces are unmarked but the total supply was estimated to be 9 spaces, which was based on Bing Maps Streetside data from 2015 showing past striping layout. Though the total of spaces along this area of Water Street is estimated to be 9, the ongoing construction at 55 Main Street necessitated a closure of 3 parking spaces during the study period. For the purposes of this study, these three spaces were excluded from the inventory total bringing the available total spaces to 6. The spaces have a posted 2-hour parking limit.

Plymouth Street

On-street parking along the southbound side of Plymouth Street from the intersection with Main Street to about 1300 feet along the road. There are 40 marked spaces in this area and a posted 2-hour parking limit.

Parking Lots

High Street Lot

The High Street Lot is located behind 73 Main Street with its entrance approximately 100 feet from the intersection with Main Street. There are 35 total parking spaces, which includes 1 accessible space. There are no posted time restrictions for this lot.

Water Street Lot

The Water Street Lot lies adjacent to the High Street Lot behind the public park on Main Street. The parking lot's entrance is located approximately 200 feet from the intersection with Main Street. While this lot has 38 parking spaces, 1 space is designated as salon parking only, 4 spaces

are reserved for 63 Main Street, and 4 spaces are designated for 4 Water Street bringing the total of available spaces to 29. 2 spaces are signed as accessible. There are no posted time restrictions for this lot.

Library Parking Lot

The Library Parking Lot is located on High Street behind the Meredith Public Library (91 Main Street). The entrance to the parking lot is approximately 300 feet from the intersection with Main Street. The 27 total parking spaces include 9 spaces designated as "Library Parking Only" bringing the total available spaces to 18. Of which 2 spaces are accessible. There are no posted time restrictions for this lot.

First Congregational Church Lot

The First Congregational Church Lot is located behind 4 Highland Street. The entrance of which is approximately 230 feet from the intersection of Main Street. There are 20 total parking spaces on the lot; however, 6 are designated as church parking only bringing the total available public spaces to 14. Of these spaces, 4 are designated as accessible. There is no posted time limit restriction for this lot. However, the parking lot is reserved for church services on Sunday.

Calvary Bible Church

The Calvary Bible Church Lot is located at 6 St James Street The entrance of which is approximately 150 feet from the intersection with Main Street; however, there is a pedestrian access immediately leading to Main Street. The lot contains 40 total spaces, of which 1 space is reserved for the church, bringing the total available spaces to 39. This lot includes 1 accessible parking space. There is no posted time limit restriction for this lot. However, the parking lot is reserved for church services on Sunday.

Town Annex Lot

The Town Annex Lot is located at 5 Highland Street, which is immediately behind the Meredith Town Hall and a little over 100 feet from the intersection of Main Street. There are 6 total parking spaces which include 1 accessible spot and 1 spot reserved as veteran-only. There is no posted time limit for this lot. Many of these spaces were occupied by official town vehicles (i.e., code enforcement, DPW, and town assessor vehicles), which lead to low turnover and high duration.

Town Docks Lot

The Town Docks Lot is located adjacent to Daniel Webster Highway (US Route 3) along Lake Winnipesaukee and has 66 total parking spaces. Of the 66 total spaces, there are 4 accessible spaces and 1 space reserved for police vehicles. Pedestrians destined for Main Street would access the west side of US Route 3 via a Pedestrian Hybrid Beacon -controlled crosswalk. The parking lot is approximately 700 feet from Main Street measured along the Dover Street sidewalk. There is a posted 3-hour parking limit for this parking lot.

Plymouth Street Lot 1

Plymouth Street Lot 1 is located directly adjacent to the private lot behind Bootleggers at 314 Daniel Webster Highway. The entrance of which is approximately 200 feet from the intersection with Main Street. The 62 total spaces include 3 accessible spots. There is a posted 72-hour parking limit.

Plymouth Street Lot 2

Plymouth Street Lot 2 is located further north from Plymouth Street Lot 1, between Plymouth Street and Daniel Webster Highway. The lot has an entrance located approximately 600 feet from the intersection with Main Street. There are 30 total spaces which include 2 accessible spaces. This area has a posted 72-hour limit.

Study Findings

The results of the parking inventory and parking utilization survey are summarized in Table 1 and in the following paragraphs.

Table 1 **Parking Evaluation Summary (August 15, 2025)**

Location	Typical Parking Supply	Study Parking Supply	Daily Use (%)	Peak Use (%)	Time of Peak (hr)	Use at Study Area Peak (12pm-1pm) (69% Total)	Average Duration (hrs)	Average Turnover (veh/sp)	Time Limit (hours)
Main St (North of Lake St) +	62	62	67%	84%	11am-12pm	81%	1 hr 25 mins	4.3	2
Main St (South of Lake St)	22	22	53%	82%	11am-12pm	73%	1 hr 31 mins	2.8	2
Lake Street *	8	8	50%	63%	10am-1pm	63%	2 hrs 28 mins	1.6	2
High Street	5	5	63%	100%	10am-1pm	100%	2 hrs 30 mins	2.0	2
Water Street *	9	6	44%	67%	9am-10am	17%	2 hrs 38 mins	1.3	2
Plymouth Street	40	40	28%	40%	11am-12pm	33%	1 hr 34 mins	1.4	2
Town Docks Lot	65	65	65%	93%	12pm-1pm	93%	1 hr 32 mins	3.3	3
First Congreg. Church Lot	14	14	42%	72%	11am-12pm	50%	2 hrs 56 mins	1.1	-
Town Annex Lot	6	6	44%	67%	10am-11am	50%	5 hrs 15 mins	0.7	-
Calvary Bible Church	39	39	77%	95%	12pm-1pm	95%	3 hrs 49 mins	1.6	-
Plymouth Street Lot 1	62	62	62%	82%	2pm-3pm	55%	1 hr 56 mins	2.5	72
Plymouth Street Lot 2	30	30	10%	17%	12pm-1pm	17%	2 hrs 47 mins	0.3	72
Library Parking Lot	18	18	53%	89%	10am-11am	67%	2 hrs 10 mins	1.9	-
High Street Lot	35	35	85%	97%	10am-11am	94%	3 hrs 46 mins	1.8	-
Water Street Lot	29	29	70%	86%	11am-3pm	83%	3 hrs 26 mins	1.6	-
Totals	444	441							

* Spaces are unmarked and total number is estimated

+ One space reserved for motorcycles not included in available supply.

Parking Utilization

The peak hour for parking utilization for the entire study area was observed between 12 pm to 1 pm. At this time, parking utilization for the study area was observed to be 69%. For the study area the average daily use of available parking spaces between 9 am and 5 pm was observed to be 59%.

For way of comparison, on-street parking on Main Street between Lake Street and US Route 3 experienced its peak utilization between 11 am to 12 pm. During this hour, 84% utilization (52 of the 62 spaces) was observed. It is noted that during the morning hours of this study (from 9 am to 12 pm), 2 spaces were blocked off associated with painting of 51 Main Street (Lake Life) and, thus, were considered occupied. Under normal conditions these spaces would likely be considered available resulting in a utilization of 81%.

Parking Duration

The average duration, which again refers to the length of time that vehicles occupied a parking space, only considers the data collection period between 9 am to 5 pm and, for example, does not consider the vehicle that may have been parked in a parking space all night and was not recorded until the first hour of the survey. For this reason, the duration is best used for comparative purposes. With that said, only three of the lots had time limit restrictions. The Town Docks parking lot, with a 3-hour limit, observed an average duration of approximately 1 hour and 30 minutes. The two Plymouth Street Lots, with 72-hour limits, had durations of less than 3 hours. The remaining lots that did not have posted time restrictions had notable parking durations of more than 3 hours with the exception of the library lot, which was a little over 2 hours.

The on-street parking areas (consisting of Main Street, Lake Street, High Street, Water Street, and Plymouth Street) all have a posted 2-hour time limit restriction. Main Street and Plymouth Street saw durations of approximately 1 hour and 30 minutes throughout the day. Lake Street observed a parking duration of greater than 2 hours. High Street and Water Street also observed durations of greater than 2 hours; however, as noted below in the Field Observations section there were construction/maintenance operations that occupied several spaces for multiple hours, skewing the overall duration (and turnover rate) values.

Parking Turnover

Turnover provides a measure of how often the same parking space is occupied by different vehicles. High turnover rates tend to indicate which parking lots are both well utilized and experience relatively short duration parking.

Not surprisingly, Main Street (north of Lake Street) revealed the highest turnover rates (4.3 vehicles per space) as these spaces are not just well used, but the motorists using the spaces park for a short duration. Main Street (south of Lake Street) and Town Docks also provided relatively high turnover rates of 2.8 and 3.3 vehicles per space, respectively. Surprisingly, Plymouth Street Lot 1, despite the 72-hour parking time limit, showed a 2.6 vehicle per space turnover rate. Note that the low turnover rate on Plymouth Street is due to its relatively low utilization.

Field Observations

Safety and Illegal Parking

Main Street

While conducting the parking study, there were multiple observations of near misses occurring between vehicles and pedestrians attempting to cross the road. Along Main Street, these near misses occurred at crosswalks where the adjacent parking spaces extend right up to the crosswalk, causing sight distance issues.

A landscaping maintenance truck was parked immediately south of the crosswalk at Lake Street (adjacent to the Meredith Public Library) effectively taking away a travel lane also creating site distance issues for pedestrians crossing Main Street at this location. This occurred at the 9 am and 10 am count periods. There was also a separate occurrence of a passenger vehicle parked at this location at the noon count period.

There were two occurrences of a vehicle being parked in front of the post office in the "NO PARKING" area. This occurred at the 10 and 11 am count periods. Parking in this space hinders site distance for motorists and pedestrians. These occurrences were not counted towards the overall parking demand.

At the 12 pm count period, a car was illegally parked at the southeast corner of the Main Street / Lake Street intersection between the Main Street crosswalk and the last official parking space, restricting the site distance for motorists and pedestrians. This occurrence was not counted towards the overall parking demand.

At the 1 pm count period, a car was illegally parked at the northeast corner of the Main Street / Lake Street intersection between Lake Street and the adjacent residential driveway. Parking in this location hinders site distance for motorists and pedestrians. This occurrence was not counted towards the overall parking demand.

Also, at the 1 pm count period, a car was illegally parked on the opposite side of the Main Street / Water Street intersection in front of 48 Main Street between the last official parking space and the crosswalk on Main Street. Parking in this location hinders site distance for motorists and pedestrians. This occurrence was not counted towards the overall parking demand.

Lake Street

At the 12 pm count period, a car was illegally parked on Lake Street between the residential driveway and the intersection with Main Street. There is a "NO PARKING HERE TO CORNER" sign officially prohibiting parking in this location. Parking in this location hinders site distance for motorists and pedestrians. This occurrence was not counted towards the overall parking demand.

US Route 3

Multiple instances of confusion were observed between pedestrians crossing US Route 3 to and from the Town Docks Parking Lot and motorists on US Route 3 who had right of way at the Pedestrian Hybrid Beacon controlled crosswalk.

Miscellaneous

The following occurrences had impacts on the overall findings and are summarized below.

Main Street

As noted in the Data Collection section, generally, no parking data was collected during the "1 to 2 pm" hour for staff members to have lunch. Data was collected on Main Street (north of Lake Street) at approximately 1:30 as this was the central business district.

A delivery truck occupied 3 spaces between 9 am and 10 am in front of 31A and 31B Main Street. These spaces were thus noted as occupied.

As noted above, 2 spaces were marked off with traffic cones at the Lake Life business frontage between 10 am and 12 pm and thus were considered occupied.

High Street

Two of the 5 spaces were occupied from 10 am through the end of the study period by a truck and its trailer as part of a painting operation for the building at 72 Main Street occupied by the Wellness Shop.

Water Street

Three of the 9 estimated spaces were blocked off with cones to divert traffic away from long-term building construction. Thus, six were assumed for inventory as part of this study.

Parking Demand

Having inventoried the existing available public parking spaces (441) within a 0.2-mile radius of the central business district and having observed and recorded the existing parking demand characteristics such as utilization, duration, and turnover, it is evident there currently is adequate parking availability within a reasonable walking distance to destinations within the Main Street central business district.

As the Town evaluates potential safety improvements along the Main Street corridor that could potentially eliminate up to 12 spaces along Main Street, a concern for local businesses is the availability of parking spaces along Main Street and its intersecting roadways. With a loss of 12 parking spaces, it is acknowledged that finding parking directly on Main Street would be more difficult during the peak hour in the late morning; however, when considering just the immediate available parking spaces on Lake Street, High Street, and Water Street, there remains ample parking within the immediate vicinity of the central business district alone. Consider that on the day of the study, and during the peak hour between 11 am and 12 pm, the following vacancies were observed:

- › Main Street (north of Lake St): 10 of 62 spaces (although 2 spaces were coned off)
- › Main Street (south of Lake St): 4 of 22 spaces
- › Lake Street: 3 of 8 spaces
- › High Street: 0 of 5 spaces (although 2 spaces were blocked off for painting)
- › Water Street: 3 of 6 spaces (although 3 more spaces typically would be available)

In total, 20 vacant spaces of 103 total spaces were vacant during the 11 am-12 pm peak hour along Main Street. On a typical day without 4 spaces being occupied by construction vehicles or 3 spaces being removed from the inventory for construction, these values would likely be 24 vacant spaces of 106 total spaces. Many additional parking spaces are available during this period within the study area beyond Main Street.

Recommendations

As noted above, this study has identified that there is adequate parking along and immediately adjacent to Main Street and the central business district. When expanding the available public parking evaluation to a reasonable walking distance of up to 0.2 miles (1,000 feet), there is a surplus of available public parking to support businesses along Main Street. With that said, and based on past studies such as the Road Safety Audit performed in 2019 and VHB's observations of safety issues during the parking study, it is recommended that the Town consider taking the following measures:

- Remove parking spaces that are within 20' of an intersection or crosswalk per the Manual on Uniform Traffic Control Devices guidance, and as noted in a recent Road Safety Audit performed in 2019. This will provide additional sight distance for motorists on side streets and pedestrians crossing the roadway. This would require the removal of up to 12 spaces.
- In addition, provide physical barriers to reinforce no parking at intersections and crosswalk areas. We observed several instances of motorists illegally parking in marked off areas and at intersections, which creates sight distance issues for others.
- Provide striped parking spaces on Lake Street and Water Street, which would make the spaces more visible, making motorists more aware of the spaces. This would also provide consistency throughout the Meredith downtown area.
- Provide consistent parking limits and duration signs throughout the downtown area clarifying the limits of parking areas, particularly adjacent to intersections and crosswalks, and reduces confusion for motorists.
- Provide parking time restrictions at the Water Street Lot, High Street Lot, and the Library Parking Lot, which do not currently have time limits. High Street and Water Street Lots currently experience average durations greater than 3 hours.
- Provide clear wayfinding signage to public parking lots.
- Create an informational map of Town-controlled/maintained parking areas on the Town's website, which could be easily found via internet search by visitors. This can also be shared by GMP and the Chamber of Commerce.
- Consider enhancing enforcement of parking restrictions.

Figure 2 Hourly Parking Utilization Percentages by Parking Lot—August 15, 2025

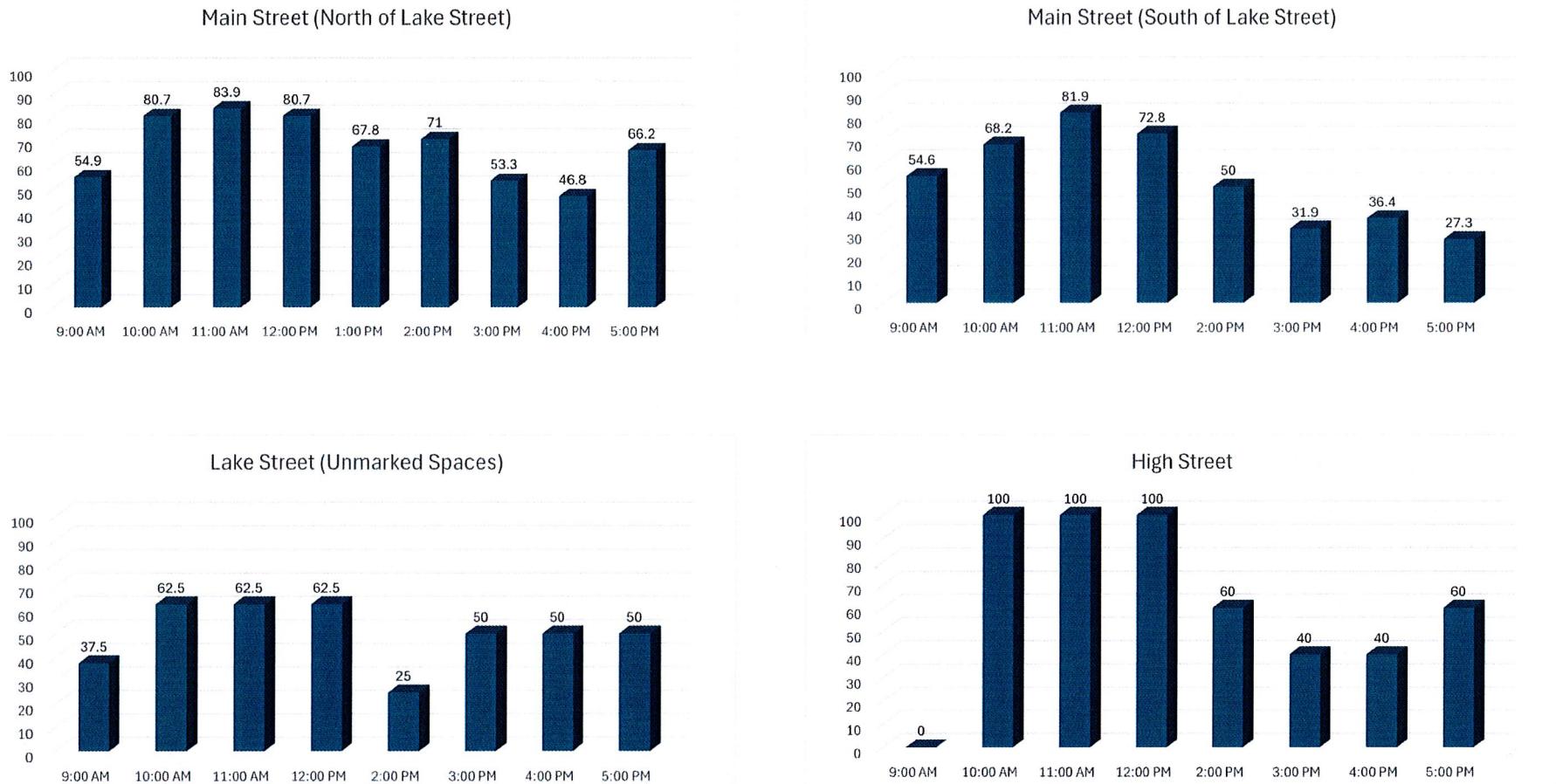


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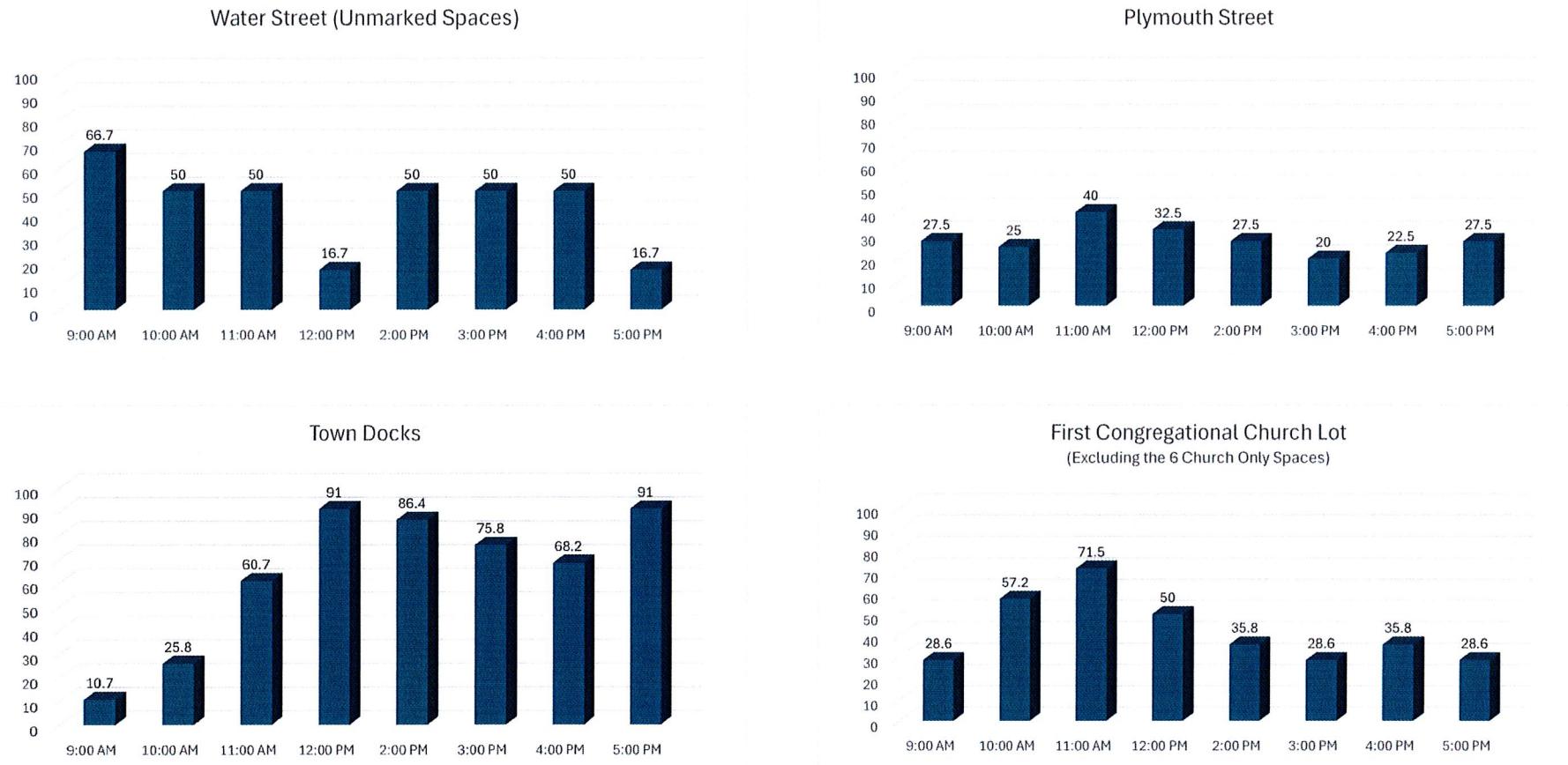


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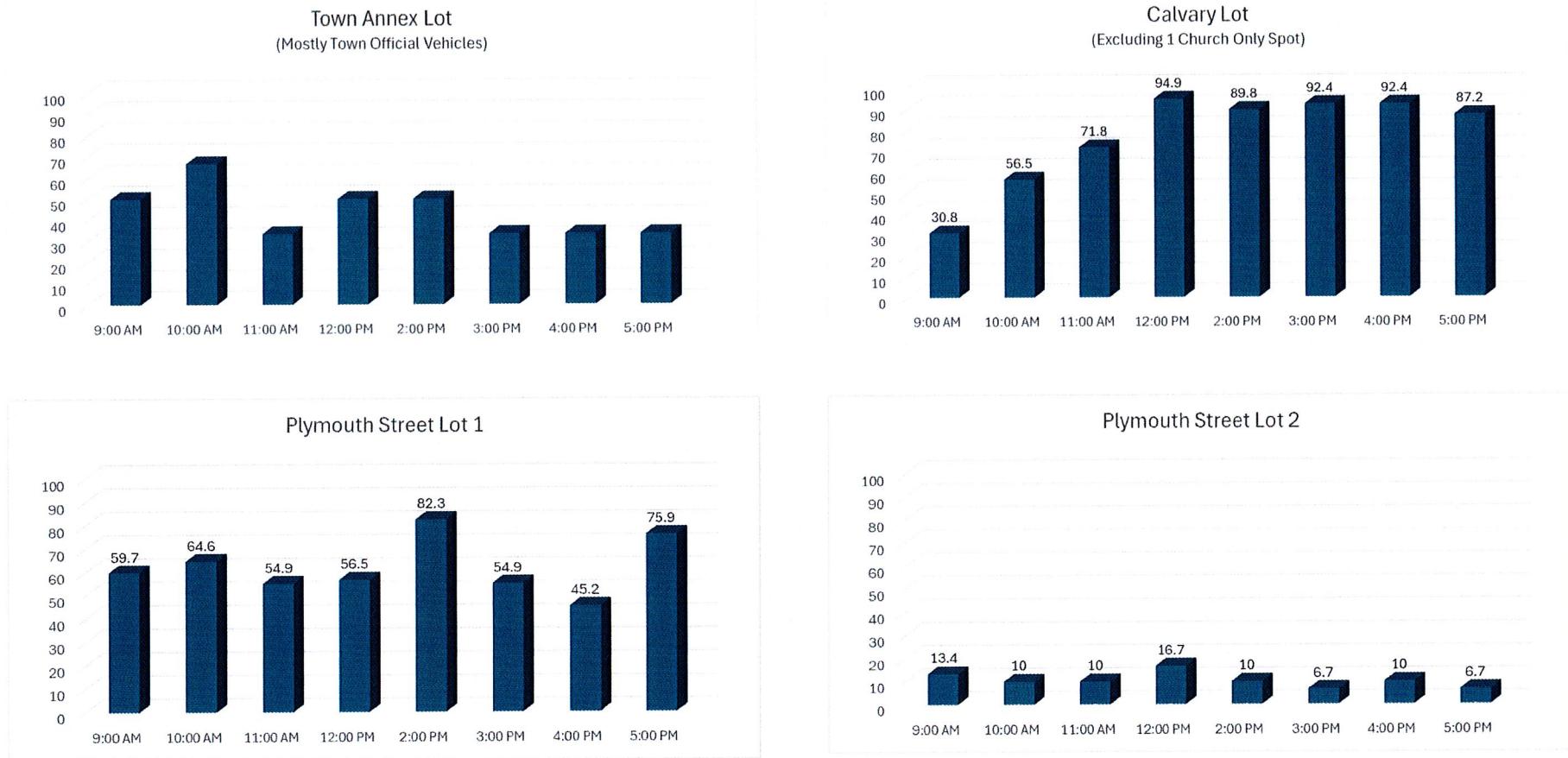
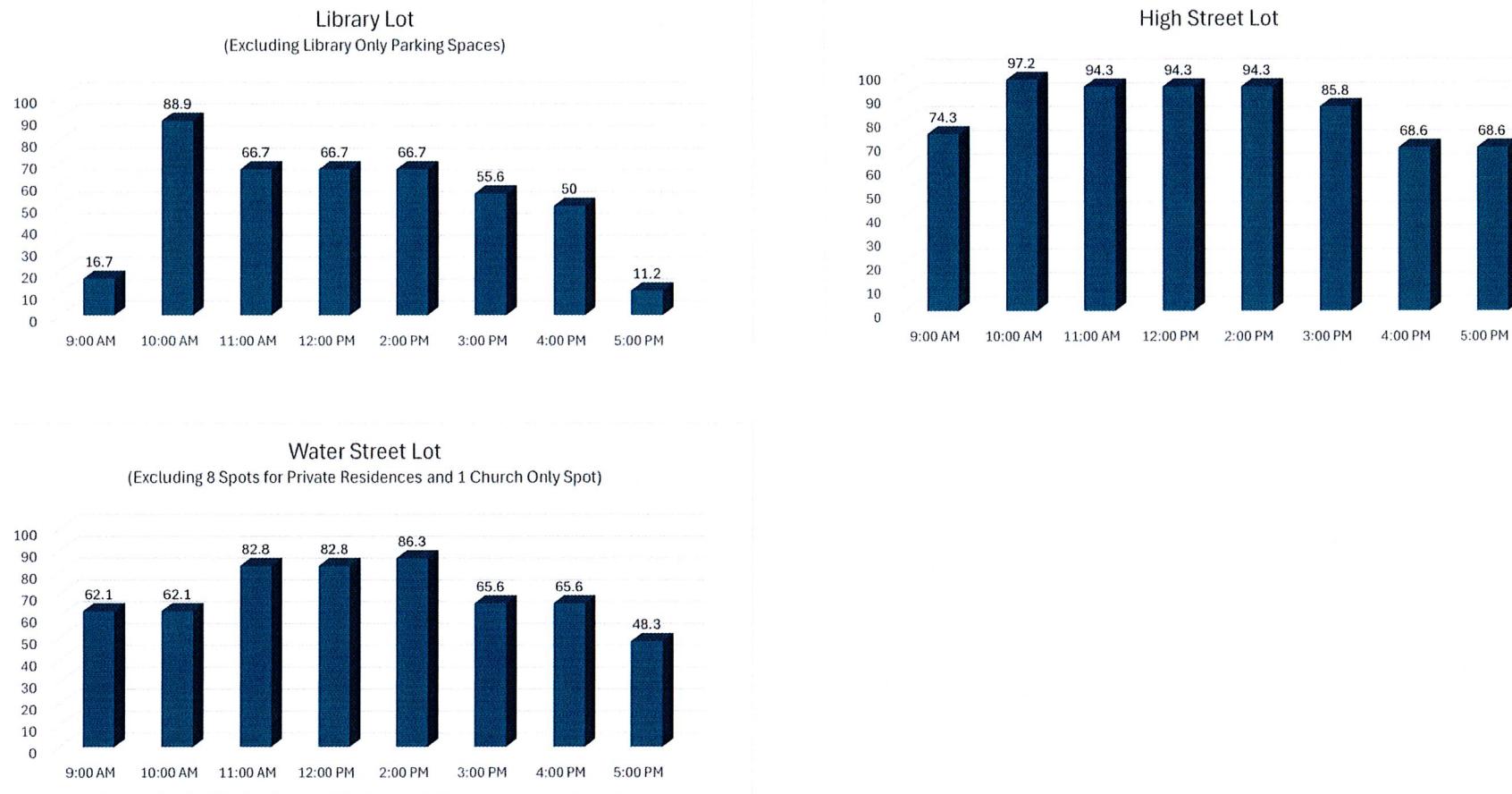


Figure 2 Hourly Parking Utilization Percentages by Parking Lot—August 15, 2025





**Town of Meredith, New Hampshire
Selectboard Agenda Report
For the Meeting of October 27, 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 October 27, 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 October 27, 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 (d) consideration of the acquisition, sale or lease of real property which, if discussed in public, would likely benefit a party or parties whose interests are adverse to those of the general community AND 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 10/27/25 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.