

**MEREDITH SELECT BOARD**

**MEETING AGENDA**

Meredith Community Center - 1 Circle Drive

December 22, 2025 at 4:00pm

**CALL TO ORDER AT \_\_\_\_{time}\_\_\_\_ / ROLL CALL**

**PLEDGE OF ALLEGIANCE**

**AGENDA ITEM 1. NONPUBLIC SESSION – Page 1**

***REGULAR AGENDA STARTING AT OR AFTER 4:30pm***

**AGENDA ITEM 2. MEET WITH SENATOR LANG & REPRESENTATIVE COKER – page 2**

**AGENDA ITEM 3. MINUTES – page 3**

**AGENDA ITEM 4. WORKSHOPS – page 16**

- A. Waukewan Watershed Advisory Committee Update (Donna VanNess-Murphy) – page 16
- B. Water Strategic Planning Grant (Superintendent Bordeau) - page 17
- C. 2026 Budget Follow Up/Discussion (Board) – page 22

**AGENDA ITEM 5. BUSINESS - page 23**

- A. Financial Policy Review (Director Carpenter) – page 23
  - a. Fund Balance – page 23
  - b. Internal Controls – page 26
  - c. Fraud – page 34
  - d. Investment – page 43
  - e. Federal Grants – page 53
- B. Parking Committee Recommendation (Manager Milner) – page 61
- C. Appointment – page 64

**AGENDA ITEM 6. TOWN MANAGER'S REPORT – page 68**

**AGENDA ITEM 7. VISITOR AND RESIDENT COMMENTS – page 75**

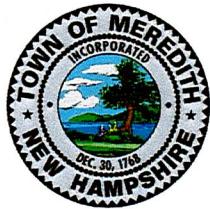
**AGENDA ITEM 8. SELECT BOARD REPORTS AND COMMENTS – page 76**

**ADJOURNMENT AT \_\_\_\_{time}\_\_\_\_**

**Next meeting: January 12, 2026 Happy New Year!**

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

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



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of September 22, 2025**

**Subject: Nonpublic Session**

---

**Suggested Motion to Enter Nonpublic Session:**

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

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

**Suggested Motion to Exit Nonpublic Session:**

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

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

**In public session, Suggested Motion to Seal the Minutes:**

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

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



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**Subject: Board to Meet with Senator Lang and Representative Coker**

---

Board requested a “meet & greet” with State officials to discuss legislative concerns that affect the Town of Meredith.



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 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 November 12, 2025 and December 8, 2025 Selectboard meetings."*

Selectboard Chair calls for a second, discussion and vote.

**Attachments/Exhibits:**

Applicable public minutes

1    **Town of Meredith**

2    **SelectBoard Meeting - Department Budget Presentations**

3    November 12, 2025

4    Chairperson Mike Pelczar opened the meeting at 4:30pm with members present Selectperson Jim  
5    Gregoire, Selectperson Jeanie Forrester, Selectperson Lynn Leighton, Vice Chairperson Steve Aiken,  
6    Chairperson Mike Pelczar, Town Manager Judie Milner, and Recording Clerk Kerri Parker  
7

8    **Assessing Department - Jim Commerford Assessor**

9    **Mission:** Ensure all properties are assessed fairly and equitably in compliance with state law, while  
10    delivering high-quality service and guidance to taxpayers.

11    **Key Statistics:**

- 12    • Tax base: \$4.1 billion across 6,214 properties
- 13    • Annual activity: 127 tax exemptions, 384 tax credits
- 14    • Approximately 1,200 property visits annually
- 15    • Value updates every five years per state law
- 16    • Administers Current Use, Timber Tax, and Gravel Tax programs
- 17    • Updates tax maps annually; audited by NH Department of Revenue every five years (next audit  
18    in 2030)

19    **SWOT Analysis:**

- 20    • **Strengths:** Excellent customer service; accurate data; knowledgeable staff; strong internal  
21    controls
- 22    • **Weaknesses:** Outdated mapping (digitized 25–30 years ago); learning curve for new tax billing  
23    software
- 24    • **Opportunities:** GIS mapping upgrade (included in CIP); planned value update in 2027
- 25    • **Threats:** Restricted property access; legislative changes impacting operations

26    **Budget Highlights:**

- 27    • Personnel costs include salaries, benefits, overtime, and training
- 28    • Operations and maintenance up 1.9% due to software costs; GIS setup costs removed
- 29    • Minor adjustments: software licensing increase, reduced dues, increased boot allowance for field  
30    staff

31    **Library - Erin Apostolos Director**

32    **Mission:** Serve as the cultural heart of Meredith—a gathering place for knowledge sharing and  
33    community engagement.

34    **Key Statistics (2024):**

- 35    • 62,791 items circulated; 55,123 visits
- 36    • 22,630 wireless and PC uses
- 37    • 11,389 event attendees; 4,517 active library cards
- 38    • Summer reading participation: 1,948
- 39    • Meeting room usage: 1,400; hosted 700 events
- 40    • 143 years of service

41    **SWOT Analysis:**

- 42    • **Strengths:** Skilled, service-oriented staff; strong community support; active Friends of the  
43    Library group

45     • **Weaknesses:** Limited parking; requests for expanded hours  
46     • **Opportunities:** Improve outreach and PR; expand partnerships; increase senior outreach;  
47        hybrid programming (Zoom)  
48     • **Threats:** Budget impact of staffing increases; potential loss of key staff; homelessness and  
49        drug-related incidents; seasonal traffic challenges

50     **Budget Highlights:**

51     • Staffing remains largest expense; slight increase for expanded Saturday coverage  
52     • \$8,000 increase in operations for digitizing Meredith News archives (grant pending for  
53        remaining cost)  
54     • Janitorial services and grounds maintenance remain significant expenses  
55     • Additional funding from trust income. Friends of the Library (\$20,000 annually), and grants  
56        (\$6,850 in 2025)

57     **Community Development – Angela LaBrecque**

58     **Mission:** Facilitate actions that promote natural resource conservation, housing, public health, and  
59        economic development through informed decision-making and collaboration.

60     **Key Statistics (2024):**

61     • 968 building permits issued  
62     • 39 planning board applications; 157 ZBA applications

63     **SWOT Analysis:**

64     • **Strengths:** Strong customer service; knowledgeable staff; active volunteer boards  
65     • **Weaknesses:** Implementation challenges with new permitting software; limited staffing;  
66        outdated regulations  
67     • **Opportunities:** Community plan implementation; efficiencies from new software; zoning  
68        updates  
69     • **Threats:** Development pressure on infrastructure; economic fluctuations; legislative changes

70     **Budget Highlights:**

71     • Flat budget except for \$40,000 to update site plan, subdivision, and road regulations

72     Selectperson Jeanie Forrester asked with the increased workload if everything was getting done in the  
73        40hr workweek. Angela explained that we have always been restricted on overtime so that the hourly  
74        employees don't necessarily work over but the salaried workers do.

75     **Town Clerk – Kerri Parker Town Clerk**

76     **Mission:** Deliver accurate records and responsive services with professionalism and respect, supporting  
77        civic engagement and transparent access to essential processes.

78     **Key Statistics:**

79     • Over 10,000 motor vehicle registrations processed, generating \$2 million in revenue  
80     • Dog licensing second-highest activity

81     **SWOT Analysis:**

82     • **Strengths:** Continuing education; adoption of new technologies (credit card machines,  
83        signature pads); strong networking  
84     • **Weaknesses:** Office layout limits workflow and privacy; need for cross-training  
85     • **Opportunities:** Professional conferences and board participation for legislative awareness  
86     • **Threats:** Economic trends affecting registrations; ownership changes reducing vital record  
87        requests; upcoming fee increases and voting law changes

88     **Budget Highlights:**

89     • Increased election-related costs due to three scheduled elections  
90     • Rising vendor fees and service charges

94        • Training and equipment costs for updated voting systems

95  
96        Selectperson Lynn Leighton asked about the state vs out of state education. Kerri Parker explained in  
97        simple terms that the State education covers the basic “nuts and bolts” portions of the position but that  
98        the out of state and country wide covers the professional and personal growth that is the ongoing  
99        development of knowledge skills, and self-awareness that strengthens technical competence, improves  
100      judgement and enables individuals to perform their work more effectively and with greater impact over  
101      time.

102  
103      **Police Department – Chief Mike Harper**

104      **Mission:** Protect the community through honesty, respect, and fairness, ensuring Meredith remains a  
105      safe and welcoming place.

106      **Key Statistics (2025 to October):**

107        • 290 parking citations; 81 family-level offenses; 140 arrests  
108        • 319 cases investigated; 162 accidents; ~9,000 calls for service

109      **SWOT Analysis:**

110        • **Strengths:** Community partnerships; professional staff; regional collaboration; strong training  
111        programs  
112        • **Weaknesses:** Staffing shortages; retention challenges; limited specialized equipment  
113        • **Opportunities:** Grants; community engagement; technology upgrades  
114        • **Threats:** Substance abuse; population growth; public scrutiny

115      **Budget Highlights:**

116        • 87% of budget allocated to personnel  
117        • Training line fully utilized (\$10,000)  
118        • Technology and facility maintenance ongoing; reduced capital costs this year due to fewer  
119        vehicle purchases

120  
121        Selectperson Jeanie Forrester asked how many officers live in town and if there was any consideration  
122        for some officers to take vehicles home. Chief Harper stated there are 8 out of the 12 and they are  
123        looking into the possibility. She further asked about training for the officers and the Chief and he  
124        explained that he is always watching out for the training offered from grants etc.

125  
126      **Highway Department – Craig Hale Assistant DPW Director**

127      **Mission:** Maintain safe, clean, and reliable roads and sidewalks year-round, preserving Meredith's  
128      beauty and accessibility.

129      **Key Statistics:**

130        • 99 miles of town roads (67 paved, 32 gravel); 5.5 miles of sidewalks  
131        • 480 catch basins; 6.3 miles of stormwater mains; 1,800+ culverts

132      **SWOT Analysis:**

133        • **Strengths:** Experienced staff; strong winter maintenance; well-maintained fleet  
134        • **Weaknesses:** Difficulty filling CDL positions; rising material costs  
135        • **Opportunities:** State/federal funding; GIS integration; environmentally friendly materials  
136        • **Threats:** Budget constraints; employee retention; extreme weather impacts

137      **Budget Highlights:**

138        • Year-round road maintenance; culvert replacements; drainage upgrades  
139        • Increased focus on sweeping, mowing, and sign maintenance  
140        • Continued investment in equipment lifecycle management

142 Selectperson Jim Gregoire asked about the knotweed and Craig explained that they work on it where it  
143 is permissible.

#### 144 **Cemetery Division**

145 **Mission:** Provide respectful care and preservation of community cemeteries, ensuring dignified  
146 services and honoring local history.

#### 147 **Key Statistics:**

- 148 • 89 cemeteries maintained
- 149 • 2024 activity: 6 full burials, 26 cremations, 13 monument installations

#### 150 **SWOT Analysis:**

- 151 • **Strengths:** Dedicated staff; established maintenance practices
- 152 • **Weaknesses:** Aging infrastructure; overgrown shrubs
- 153 • **Opportunities:** Installation of columbarium; modernization of mapping systems
- 154 • **Threats:** Storm damage; declining interest in traditional burials

#### 155 **Budget Highlights:**

- 156 • Continued maintenance and preservation
- 157 • Proposed columbarium installation (\$16,139 cost; \$216,000 potential revenue over lifespan)

### 158 **Buildings & Grounds**

159 **Mission:** Maintain and enhance town buildings, parks, and public spaces for safety, beauty, and  
160 community enjoyment.

#### 161 **Key Responsibilities:**

- 162 • Seven municipal buildings; multiple parks and waterfront facilities
- 163 • Seasonal landscaping and snow removal; HVAC and structural maintenance

#### 164 **SWOT Analysis:**

- 165 • **Strengths:** Experienced leadership; attractive public spaces; strong community partnerships
- 166 • **Weaknesses:** Aging infrastructure; limited cleaning staff
- 167 • **Opportunities:** Funding for water infrastructure upgrades
- 168 • **Threats:** Rising material costs; weather-related damage

#### 169 **Budget Highlights:**

- 170 • Year-round building and grounds maintenance
- 171 • Preventive maintenance for HVAC, roofs, and structural components

### 172 **Solid Waste Division**

173 **Mission:** Provide safe, efficient, and environmentally responsible waste disposal and recycling services  
174 for Meredith and Center Harbor.

#### 175 **Key Statistics (2024):**

- 176 • Trash: 2,432 tons; demolition: 1,078 tons
- 177 • Recyclables: 16.87 tons aluminum; 262 tons light metal; 27 tons mixed paper; 14 tons  
178 electronics

#### 179 **SWOT Analysis:**

- 180 • **Strengths:** Experienced staff; clean facility; strong recycling commitment
- 181 • **Weaknesses:** Understaffing; confusing layout; public uncertainty about recycling rules
- 182 • **Opportunities:** Public education; grant funding for equipment
- 183 • **Threats:** Increased usage; rising disposal fees; facility wear

#### 184 **Budget Highlights:**

- 185 • Continued safe operations and compliance
- 186 • Increased tipping fees effective January 2026
- 187 • Ongoing equipment maintenance and hauling efficiency improvements

191  
192

193 **Water & Sewer** -Jason Bordeau Superintendent

194 **Mission:** Provide safe, reliable water and wastewater services in compliance with EPA and state  
195 regulations.

196 **Key Statistics:**

197 • Water production reduced by 30% since 2022 due to leak repairs and plant upgrades  
198 • Wastewater discharge reduced from 18M gallons (2023) to 11M gallons (2024)

199 **SWOT Analysis:**

200 • **Strengths:** High water quality; knowledgeable licensed staff; community outreach  
201 • **Weaknesses:** Staffing shortages; aging infrastructure; limited redundancy  
202 • **Opportunities:** Future development; grant programs; public education  
203 • **Threats:** Algae blooms; main breaks; cybersecurity risks

204 **Budget Highlights:**

205 • Water budget up 4.1% for distribution and hydrant maintenance  
206 • Sewer budget increase for collection system cleaning and pump station maintenance  
207 • Additional costs for lead service line inventory compliance

208  
209 Meeting adjourned at 6:26pm



1 **Town of Meredith Select Board Meeting Minutes**

2 **December 08, 2025, Humiston Building**

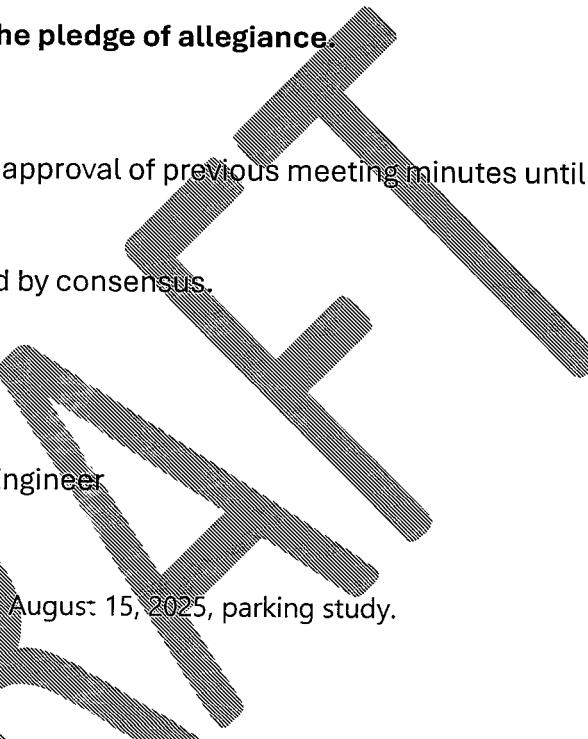
3 Chairperson Mike Pelczar called the meeting to order at 4:31pm with members present.

4 Selectperson Jim Gregoire, Vice Chairperson Steve Aiken, Chairperson Mike Pelczar, Town  
5 Manager Judie Milner, Recording Clerk Kerri Parker, Selectperson Jeanie Forrester and  
6 Selectperson Lynn Leighton arrived late with notice.

7 **Selectperson Jim Gregoire led the pledge of allegiance.**

8 **Approval of Minutes**

9     • Discussion on postponing approval of previous meeting minutes until full board is  
10     present.  
11     • Motion to postpone carried by consensus.

12     

13 **Main Street Project Update**

14 **Presenter:** Chuck Gregory, VHB Engineer

15 **Main Street Project Update**

16 Reviewed spring conceptual plan and August 15, 2025, parking study.

17 **Key Findings:**

18     • 444 public spaces within 0.2 miles of downtown.  
19     • Peak use: 69% overall (12-1 PM), Main Street at 81%.  
20     • Average stay: 1.5 hours; turnover: 4.5 vehicles per space (north section).  
21     • Safety issues: near misses, illegal intersection parking, maintenance trucks obstructing lanes.

22 **Recommendations:**

23     • Eliminate parking within 20 feet of intersections.  
24     • Add bump-outs and physical barriers for safety.  
25     • Improve signage and wayfinding for parking lots.  
26     • Provide informational maps and enforce restrictions.

27 Selectperson Jeanie Forrester asked how many studies the company had conducted and how has  
28 Meredith compared. Chuck Gregory explained they had done only a few including in downtown  
29 Boston, which can't be compared to Meredith. Vice Chairperson Steve Aiken noted that generally  
30 speaking you can't expect to park in front of a business you want to enter in a downtown area unlike

31 at a shopping center like a Grocery store. Chairperson Mike Pelczar was curious as to the turn  
32 around times if they reduced the time limits they observed especially in front of the frequented  
33 buildings that often have a 10-20 minute turn around. Sue Mangers asked about handicapped  
34 parking and noted that residents don't often wish to have to walk too far to their destination also  
35 that the main street has become a high speed area. Ann Sprague asked about the businesses and  
36 the employees of such and where they park as well as the larger vehicles being a major obstruction  
37 when pulling out of side streets.

38 Chuck Gregory explained that the bump outs would eliminate the end parking spots which will help  
39 in the line of sight and that there are many parking areas behind Main Street that are utilized by  
40 businesses and their employees.

41 **Next Steps:**

42 Board agreed to proceed; Town Manager will monitor grant status and prepare for design phase.  
43 Formal vote is expected at next meeting.

44 **Approval of Meeting Minutes**

45 Selectperson Jeanie Forrester motioned to approve the minutes of the November 10 and  
46 November 24 public meeting minutes with corrections seconded by Selectperson Jim  
47 Gregoire, all in favor.

48 Selectperson Jeanie Forrester motioned to approve the non-public minutes for August 25,  
49 October 6, November 10, and November 24 with corrections, seconded by Selectperson  
50 Jim Gregoire all in favor.

51 Outstanding: November 12, November 18 (budget workshops), October 27, and September  
52 8 non-public minutes.

---

54 **2026 Budget Follow-Up**

55 Town Manager Judie Milner and Finance Director Robert Carpenter presented the updated  
56 2026 budget proposal, noting that the 2025 budget was \$22,180,000 and the proposed  
57 2026 budget is \$23,495,000 based on departmental requests, with the Town Manager  
58 recommending \$23,395,000. Key cost drivers include a 3.2% cost-of-living adjustment,  
59 employee benefits, road improvements, capital items, insurance, a pay and classification  
60 study, and expenses related to the town's 250th celebration. The estimated tax impact is  
61 \$0.73 per \$100,000 of assessed value, subject to change.

62 Ann Sprague asked about the Deputy Town Manager position and how many other towns  
63 have one. Town Manager Judie Milner will follow up.

64 Financial Policy Review Finance Director Robert Carpenter

65 During this workshop, we will review several financial policies for formal adoption or re-  
66 adoption at the December 22 meeting. This is part of our annual process, typically involving  
67 minimal changes.

68 **Administrative Regulation 36 – Fund Balance Policy**

69 Defines the unassigned fund balance target of 12–15%, with references to applicable RSA  
70 statutes and regulations.

71 **Administrative Regulation 37 – Internal Controls Policy**

72 Updated to align with our new financial software and federal/state guidance. Focuses on  
73 risk management, compliance, and process monitoring. Section 6 outlines timelines and  
74 metrics, with quarterly reporting expected to be operational in 2026.

75 **Administrative Regulation 38 – Fraud Policy**

76 Clarifies organizational roles and responsibilities for preventing fraud, waste, and abuse.  
77 Includes annual review requirements to safeguard public resources.

78 **Administrative Regulation 39 – Investment Policy**

79 Emphasizes safety, liquidity, and yield. Lists approved banking institutions, including  
80 Meredith Village Savings Bank. Requires annual review and re-adoption.

81 **Administrative Regulation 43 – Federal Grants Policy**

82 New policy recommended by auditors to ensure compliance with Uniform Administrative  
83 Guidance for federal awards. Timely for projects such as the Waukewan Dam, funded  
84 largely through FEMA and state emergency management grants.

85 All policies will be formally reviewed and adopted or re-adopted at the next Select Board  
86 meeting.

87 Selectperson Jim Gregoire asked if Council review was needed, which Robert answered  
88 that it is not necessary.

89 **Parking Committee Recommendations**

90     • Committee recommends continuing pilot program for 2026 with adjustments (e.g.,  
91         handicapped spaces at Cattle Landing).

92     • Phase 2 planning to be handled by staff; public forum to follow.

93

94

95 **CMAQ Grant**

96 Selectperson Jim Gregoire moved to accept funding from NH DOT and authorize the Town  
97 Manager to sign contracts and agreements associated with improvements to Route 25 at  
98 Laker Lane and sidewalk reconstruction, seconded by Selectperson Jeanie Forrester, all of  
99 those in favor.

100 **Community Development Reorganization Town Manager Judie Milner**

101 Alternative #4 proposes restructuring the Planning and Development Department  
102 to include a Senior Planner, Planner I, Code Enforcement Officer, and an  
103 Administrative Assistant. Oversight will remain with the HR Director/Special  
104 Projects without any title change to Deputy Town Manager. Additionally, an  
105 Administrative Assistant will be added to the Town Manager's office to support  
106 marketing efforts and provide cross-departmental assistance.

107

108 Selectperson Jeanie Forrester moved the Merdith Selectboard approve  
109 alternative 4 regarding the reorganization of the community development and  
110 manager's offices effective January 1, 2026 with the exception that the title of  
111 the new department will be the Planning and Development Department and  
112 there will be no title change for the HR Director/Special Projects Seconded by  
113 Steve Aiken, all in favor.

114

115 **Appointment**

116 **Vice Chairperson Steve Aiken motioned to appoint John Columbus** as alternate to  
117 Planning Board, seconded by Selectperson Lynn Leighton, all in favor.

118

119 **Town Manager's Report**

120 **Kerri Parker** – sworn in as President of the NE Association of City & Town Clerks; Region One  
121 Director (NE & NY) of the International Institute of Municipal Clerks

122 **Intern Chris Koza** - received his National EMT Certificate

123 **Capt. Currier and Lt. Suiter** - completed first phase of the Officer Development Program, Chief  
124 Officer @ NEAFC Conf/Expo

125 **FF Barber** - received certificate for Assisting Individuals in Group Crisis Intervention. He has also  
126 joined the Central Support Team, (Responders Together NH).

127 **FF Tanner** - completed online NHFA Courses FF Cancer Awareness, and Bullying.

128 **FF Wyatt** – received CPAT and Hazardous Materials certifications.

129 **NH State Police** – giving our police department an AFIS machine free of charge; this will allow  
130 us to do digital fingerprints including pre-employment.

131 **Planner LaBrecque** – attended Northern New England Chapter of the American Planning  
132 Association Annual Conference

133 **Community Development Dept and members of Administrative Services** – attended NHMA  
134 conference.

135 **Senator Lang & Representative Coker meet & greet** – scheduled for the beginning of our 12/22  
136 Selectboard meeting.

137 **Vision, Mission, Strategic Goals** – passing out draft final document for review. We can discuss  
138 any changes at our next meeting and finalize.

139 **Commercial Boat Launch Fee** – follow up discussion so Chief and I can move forward with the  
140 Boards intentions.

141 **2026 Budget Process** –Workshops held on November 10th, November 12th, November 18th  
142 and 11/24. 2 workshops will be scheduled for follow up discussion at your regular December  
143 meetings (12/8 & 12/22) for completion well ahead of January 2026.

144 **Selectboard Email Addresses** – checking in, are you all set up.

145 **Coalition 2.0** – I attended my first board meeting as an alternate. The meeting was very  
146 productive as we discussed at length how to come up with solutions for the legislature as  
147 opposed to just saying “no” to every bill introduced on education funding. There will be a  
148 committee of the board, which I volunteered for, to discuss options to bring forward to donor  
149 communities to approve. I will keep you updated. 2026 Legislative priorities have  
150 been identified – passing out document tonight.

151 **Flood Map Update** – public comment period is over; FEMA has indicated that it could take up to  
152 a year to get to the adoption phase of Meredith’s new flood plain maps.

153 **Winnipesaukee River Basin Program Update** – the advisory group is still working on mitigating  
154 the huge cost increases specifically in the replacement fund. Reminder, the State sets the  
155 numbers in the budget, and the communities are expected to pay. The letter attached to my  
156 10/27 TM update was finalized and is being circulated to the member groups for signatures. I  
157 signed the letter and will keep you informed of the process.

158 **State DOT cuts to 10 yr Plan** – it appears that our CMAQ grant project on route 25 is off the  
159 chopping block since they asked us to sign paperwork (see earlier agenda item). We will keep you  
160 informed regarding the fate of the other project set for elimination. Thank the board and the  
161 public for sending in your comments and support for our NHDOT projects.

162 **Master Plan** – public hearing to adopt community plan is set for Tuesday, 12/9, at 7pm.

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

165 **12/9 7pm** 1st Public Hearing for 5 potential zoning amendments. See notice attached to this  
166 report. Still to come is waterfront setback change, non-conforming neighborhood overlay for  
167 setbacks, and edits/addition of some definitions.

168 **12/23 7pm** - public hearing on the remaining zoning amendments and potential 2nd hearing on  
169 any changes that may come about from 1st public hearing on 12/9.

170  
171 Updated master plan documents and zoning amendments are on our website for review at the  
172 following link:  
173 [\*\*https://www.meredithnh.gov/190/Community-Development-Department\*\*](https://www.meredithnh.gov/190/Community-Development-Department)  
174 **State Zoning/Housing Mandate Dialog** – I'll let the board know when Raymond re-schedules the  
175 meeting that was cancelled due to the weather last Tuesday.  
176 **Short Term Rental Licensing** – final meeting is Thursday, we will receive our go live production  
177 link for our website, so we are up and running. This was a big undertaking for the software  
178 company and the community development department – great work.  
179 **CIP Update** – Planning Board approved at their 11/25 meeting.  
180 **Waterfront infrastructure** – Part of the CIP presentation & I'm working through the 2019 study  
181 completed by Weston & Sampson. After the review, I'll add a workshop to  
182 discuss board's direction and next steps.  
183 **Next Department Head Meeting – December:**  
184 **Waukewan Dam & Canal project** – The FEMA grant for the project in the amount of  
185 \$5,073,634.95 to be obligated by 9/26/27 was approved by Governor & Council on 9/17/25;  
186 Meredith has already accepted and appropriated the pass through grant for the project; next  
187 steps will include a request for extension to 9/26/28 (one year extensions are the max that we  
188 can request). The engineer is working on several pieces of the request; Director Carpenter is  
189 handling the town portion of the request and will submit the completed request. The  
190 engineering firm has redesigned the project to avoid the need to disrupt Dover Street  
191 and having minimal disruption of main street and water/sewer. They may be able to expend the  
192 grant funds in the allotted time period without relying on future extension request approval with  
193 the new design. I expect there will be another meeting with FEMA folks shortly to get approval  
194 for the new approach.  
195 **Route 3/25 assessment(underground)** – Superintendent Bordeau, Crew Chief Sausville, Director  
196 Faller, Asst Director Hale and I met with representatives of NH DOT and Bay District (Center  
197 Harbor) representatives on October 28th to discuss the sewer force lines which go through a  
198 storm water basin by the docks. We have documentation that the force mains were put in after  
199 and through the storm water basin. Next steps are a flow analysis and meeting with Center  
200 Harbor on the calculation of community payment for the project. We are expected to meet with  
201 Center Harbor in November.  
202 **Route 25 Pedestrian Crossing** – Director Faller has started conversations with DOT on a better  
203 way to do the crossing so traffic is not confused and stopping when they shouldn't for  
204 pedestrians which is putting further strain on the already congested area. Thank you Mike! – We  
205 have still not heard back from NHDOT, we will follow up.  
206 **Sewer Storm Water Asset grant**- Scheduled for completion late 2025.  
207 **Prescott Park Renovation** – playground placement has been determined with the engineers for  
208 the greater project; site preparation will occur this fall with a spring construction. – the  
209 committee is going to re-open the discussion of the placement of the playground at their 12/16

210 meeting. We are putting the groundwork on hold until after the meeting, likely until spring if the  
211 ground is frozen.

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

213 **Engine 3 Build** – final inspection occurred last week with very few items to tweak/add, we are  
214 expecting delivery shortly.

215 **Space Needs RFP** –The kickoff meeting with SMP Architecture and town hall/annex departments  
216 occurred on November 6th. The firm took measurements of the existing spaces, and we  
217 discussed needs, constraints and pros/cons possible solutions. There will be meetings with each  
218 employee in November, and a few follow up meetings with the departments in December. The  
219 firm is shooting for a presentation of findings and public discussion as a workshop in your 1/26/26  
220 selectboard meeting.

221 **Projects working on – Stay Tuned for Future Update**

222 PFAS Settlements

223

224 **Citizen and Residents' comments**

225 Ann Sprague asked where she would be able to find the job descriptions and the pay  
226 matrix.

227 Frank Murphy and Craig Skinner said that they are happy that Angela is in her position and  
228 notes that she is a tremendous asset to the department as well as the Town.

229

230 Chairperson Mike Pelczar motioned to enter non-public session under RSA 91-A:3 II (legal  
231 advice) at 7:02 PM seconded by Selectperson Jim Gregoire.

232

233 Roll call vote.

234 Selectperson Jim Gregoire Yes

235 Selectperson Lynn Leighton Yes

236 Selectperson Jeanie Forrester Yes

237 Vice Chairperson Steve Aiken Yes

238 Chairperson Mike Pelczar Yes

239

240 Entered Non Public at 7:03pm

241

242

243 Returned to Public session at 7:09 pm

244

245 Meeting Adjourned at 7:09pm

246 **Next Meeting: December 22, 2025, at 4:30 PM**



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**Subject: Board to receive an update from the Waukewan Watershed Advisory Committee**

---



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**From:** Jason Bordeau, Water/ Sewer Superintendent

**Subject:** Board to consider accepting a Strategic Planning Grant from NH Dept of Environmental Services for Water Filtration Planning Study

---

**Suggested Motion:**

No Motion – Workshop Only

**Recommendation:**

Support with accepting NHDES Strategic planning grant

**Background/Discussion:**

The Town of Meredith has been chosen to be awarded a Strategic planning grant from NHDES to perform a study for filtration/removal of Total organic carbon from our raw water as well as look into the possibility of recycling a percentage of the wastewater generated from the backwash process. The grant comes at the most opportune time as we are preparing to rebuild the filters at the Treatment Facility in 2027. This grant is for \$30,000 with a 50% match.

**Fiscal Impact:**

With the proper removal of TOC's and the possibility of recycling our backwash water, there will be cost savings in future testing and wastewater discharge.

Matching funds will come from proposed 2026 budget, consulting and water treatment line items.

**Concurrences:**

The recently completed asset management plan addresses both topics for improvements.

**Town of Meredith Selectboard Agenda Report**

**Alternatives:**

Do not accept.

**Attachments/Exhibits:**

Grant Agreement

## GRANT AGREEMENT

The State of New Hampshire and the Grantee hereby  
Mutually agree as follows:  
GENERAL PROVISIONS

## 1. Identification and Definitions.

<b>1.1. State Agency Name</b> NH Department of Environmental Services		<b>1.2. State Agency Address</b> 29 Hazen Drive, Concord, NH 03302	
<b>1.3. Grantee Name</b> Town of Meredith		<b>1.4. Grantee Address</b> 41 Main Street, Meredith, NH 03253	
<b>1.5 Grantee Phone #</b> 603-677-4209	<b>1.6. Account Number</b> 03-44-44-440010-2476-072	<b>1.7. Completion Date</b> July 31, 2027	<b>1.8. Grant Limitation</b> \$ 30,000
<b>1.9. Grant Officer for State Agency</b> Mathew Deterling		<b>1.10. State Agency Telephone Number</b> 603- 271- 1994	
If Grantee is a municipality or village district: "By signing this form we certify that we have complied with any public meeting requirement for acceptance of this grant, including if applicable RSA 31:95-b."			
<b>1.11. Grantee Signature 1</b>		<b>1.12. Name &amp; Title of Grantee Signor 1</b>	
<b>Grantee Signature 2</b>		<b>Name &amp; Title of Grantee Signor 2</b>	
<b>Grantee Signature 3</b>		<b>Name &amp; Title of Grantee Signor 3</b>	
<b>1.13 State Agency Signature(s)</b>		<b>1.14. Name &amp; Title of State Agency Signor(s)</b>	
<b>1.15. Approval by Attorney General (Form, Substance and Execution) (if G &amp; C approval required)</b>			
By:		Assistant Attorney General, On: / /	
<b>1.16. Approval by Governor and Council (if applicable)</b>			
By:		On: / /	

2. **SCOPE OF WORK:** In exchange for grant funds provided by the State of New Hampshire, acting through the Agency identified in block 1.1 (hereinafter referred to as "the State"), the Grantee identified in block 1.3 (hereinafter referred to as "the Grantee"), shall perform that work identified and more particularly described in the scope of work attached hereto as EXHIBIT B (the scope of work being hereinafter referred to as "the Project").

3. **AREA COVERED.** Except as otherwise specifically provided for herein, the Grantee shall perform the Project in, and with respect to, the State of New Hampshire.

4. **EFFECTIVE DATE: COMPLETION OF PROJECT.**

4.1. This Agreement, and all obligations of the parties hereunder, shall become effective on the date on the date of approval of this Agreement by the Governor and Council of the State of New Hampshire if required (block 1.16), or upon signature by the State Agency as shown in block 1.14 ("the Effective Date").

4.2. Except as otherwise specifically provided herein, the Project, including all reports required by this Agreement, shall be completed in ITS entirety prior to the date in block 1.7 (hereinafter referred to as "the Completion Date").

5. **GRANT AMOUNT: LIMITATION ON AMOUNT: VOUCHERS: PAYMENT.**

5.1. The Grant Amount is identified and more particularly described in EXHIBIT C, attached hereto.

5.2. The manner of, and schedule of payment shall be as set forth in EXHIBIT C.

5.3. In accordance with the provisions set forth in EXHIBIT C, and in consideration of the satisfactory performance of the Project, as determined by the State, and as limited by subparagraph 5.5 of these general provisions, the State shall pay the Grantee the Grant Amount. The State shall withhold from the amount otherwise payable to the Grantee under this subparagraph 5.3 those sums required, or permitted, to be withheld pursuant to N.H. RSA 80:7 through 7-c.

5.4. The payment by the State of the Grant amount shall be the only, and the complete payment to the Grantee for all expenses, of whatever nature, incurred by the Grantee in the performance hereof, and shall be the only, and the complete, compensation to the Grantee for the Project. The State shall have no liabilities to the Grantee other than the Grant Amount.

5.5. Notwithstanding anything in this Agreement to the contrary, and notwithstanding unexpected circumstances, in no event shall the total of all payments authorized, or actually made, hereunder exceed the Grant limitation set forth in block 1.8 of these general provisions.

6. **COMPLIANCE BY GRANTEE WITH LAWS AND REGULATIONS.** In connection with the performance of the Project, the Grantee shall comply with all statutes, laws regulations, and orders of federal, state, county, or municipal authorities which shall impose any obligations or duty upon the Grantee, including the acquisition of any and all necessary permits and RSA 31-95-b.

7. **RECORDS and ACCOUNTS.**

7.1. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency, the Grantee shall keep detailed accounts of all expenses incurred in connection with the Project, including, but not limited to, costs of administration, transportation, insurance, telephone calls, and clerical materials and services. Such accounts shall be supported by receipts, invoices, bills and other similar documents.

7.2. Between the Effective Date and the date seven (7) years after the Completion Date, unless otherwise required by the grant terms or the Agency pursuant to subparagraph 7.1, at any time during the Grantee's normal business hours, and as often as the State shall demand, the Grantee shall make available to the State all records pertaining to matters covered by this Agreement. The Grantee shall permit the State to audit, examine, and reproduce such records, and to make audits of all contracts, invoices, materials, payrolls, records of personnel, data (as that term is hereinafter defined), and other information relating to all matters covered by this Agreement. As used in this paragraph, "Grantee" includes all persons, natural or fictional, affiliated with, controlled by, or under common ownership with, the entity identified as the Grantee in block 1.3 of these provisions

8. **PERSONNEL.**

8.1. The Grantee shall, at its own expense, provide all personnel necessary to perform the Project. The Grantee warrants that all personnel engaged in the Project shall be qualified to perform such Project, and shall be properly licensed and authorized to perform such Project under all applicable laws.

8.2. The Grantee shall not hire, and it shall not permit any subcontractor, subgrantee, or other person, firm or corporation with whom it is engaged in a combined effort to perform the Project, to hire any person who has a contractual relationship with the State, or who is a State officer or employee, elected or appointed.

8.3. The Grant Officer shall be the representative of the State hereunder. In the event of any dispute hereunder, the interpretation of this Agreement by the Grant Officer, and his/her decision on any dispute, shall be final.

9. **DATA: RETENTION OF DATA; ACCESS.**

9.1. As used in this Agreement, the word "data" shall mean all information and things developed or obtained during the performance of, or acquired or developed by reason of, this Agreement, including, but not limited to, all studies, reports, files, formulae, surveys, maps, charts, sound recordings, video recordings, pictorial reproductions, drawings, analyses, graphic representations,

9.2. computer programs, computer printouts, notes, letters, memoranda, paper, and documents, all whether finished or unfinished.

9.3. Between the Effective Date and the Completion Date the Grantee shall grant to the State, or any person designated by it, unrestricted access to all data for examination, duplication, publication, translation, sale, disposal, or for any other purpose whatsoever.

9.4. No data shall be subject to copyright in the United States or any other country by anyone other than the State.

9.5. On and after the Effective Date all data, and any property which has been received from the State or purchased with funds provided for that purpose under this Agreement, shall be the property of the State, and shall be returned to the State upon demand or upon termination of this Agreement for any reason, whichever shall first occur.

9.6. The State, and anyone it shall designate, shall have unrestricted authority to publish, disclose, distribute and otherwise use, in whole or in part, all data.

9.7. **CONDITIONAL NATURE OR AGREEMENT.** Notwithstanding anything in this Agreement to the contrary, all obligations of the State hereunder, including, without limitation, the continuance of payments hereunder, are contingent upon the availability or continued appropriation of funds, and in no event shall the State be liable for any payments hereunder in excess of such available or appropriated funds. In the event of a reduction or termination of those funds, the State shall have the right to withhold payment until such funds become available, if ever, and shall have the right to terminate this Agreement immediately upon giving the Grantee notice of such termination.

9.8. **EVENT OF DEFAULT: REMEDIES.**

9.9. Any one or more of the following acts or omissions of the Grantee shall constitute an event of default hereunder (hereinafter referred to as "Events of Default"):

10. 11.1.1. Failure to perform the Project satisfactorily or on schedule; or

11.1.2. Failure to submit any report required hereunder; or

11.1.3. Failure to maintain, or permit access to, the records required hereunder; or

11.1.4. Failure to perform any of the other covenants and conditions of this Agreement.

11.2. Upon the occurrence of any Event of Default, the State may take any one, or more, or all, of the following actions:

11.2.1. Give the Grantee a written notice specifying the Event of Default and requiring it to be remedied within, in the absence of a greater or lesser specification of time, thirty (30) days from the date of the notice; and if the Event of Default is not timely remedied, terminate this Agreement, effective two (2) days after giving the Grantee notice of termination; and

11.2.2. Give the Grantee a written notice specifying the Event of Default and suspending all payments to be made under this Agreement and ordering that the portion of the Grant Amount which would otherwise accrue to the Grantee during the period from the date of such notice until such time as the State determines that the Grantee has cured the Event of Default shall never be paid to the Grantee; and Set off against any other obligation the State may owe to the Grantee any damages the State suffers by reason of any Event of Default; and

11.2.3. Treat the agreement as breached and pursue any of its remedies at law or in equity, or both.

12. **TERMINATION.**

12.1. In the event of any early termination of this Agreement for any reason other than the completion of the Project, the Grantee shall deliver to the Grant Officer, not later than fifteen (15) days after the date of termination, a report (hereinafter referred to as the "Termination Report") describing in detail all Project Work performed, and the Grant Amount earned, to and including the date of termination. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall entitle the Grantee to receive that portion of the Grant amount earned to and including the date of termination.

12.2. In the event of Termination under paragraphs 10 or 12.4 of these general provisions, the approval of such a Termination Report by the State shall in no event relieve the Grantee from any and all liability for damages sustained or incurred by the State as a result of the Grantee's breach of its obligations hereunder.

12.3. Notwithstanding anything in this Agreement to the contrary, either the State or, except where notice default has been given to the Grantee hereunder, the Grantee, may terminate this Agreement without cause upon thirty (30) days written notice.

12.4. **CONFLICT OF INTEREST.** No officer, member of employee of the Grantee, and no representative, officer or employee of the State of New Hampshire or of the governing body of the locality or localities in which the Project is to be performed, who exercises any functions or responsibilities in the review or

14. approval of the undertaking or carrying out of such Project, shall participate in any decision relating to this Agreement which affects his or her personal interest or the interest of any corporation, partnership, or association in which he or she is directly or indirectly interested, nor shall he or she have any personal or pecuniary interest, direct or indirect, in this Agreement or the proceeds thereof.

15. **GRANTEE'S RELATION TO THE STATE.** In the performance of this Agreement the Grantee, its employees, and any subcontractor or subgrantee of the Grantee are in all respects independent contractors, and are neither agents nor employees of the State. Neither the Grantee nor any of its officers, employees, agents, members, subcontractors or subgrantees, shall have authority to bind the State nor are they entitled to any of the benefits, workmen's compensation or emoluments provided by the State to its employees.

16. **ASSIGNMENT AND SUBCONTRACTS.** The Grantee shall not assign, or otherwise transfer any interest in this Agreement without the prior written consent of the State. None of the Project Work shall be subcontracted or subgranted by the Grantee other than as set forth in Exhibit B without the prior written consent of the State.

17. **INDEMNIFICATION.** The Grantee shall defend, indemnify and hold harmless the State, its officers and employees, from and against any and all losses suffered by the State, its officers and employees, and any and all claims, liabilities or penalties asserted against the State, its officers and employees, by or on behalf of any person, on account of, based on, resulting from, arising out of or which may be claimed to arise out of the acts or omissions of the Grantee or subcontractor, or subgrantee or other agent of the Grantee. Notwithstanding the foregoing, nothing herein contained shall be deemed to constitute a waiver of the sovereign immunity of the State, which immunity is hereby reserved to the State. This covenant shall survive the termination of this agreement.

17.1 **INSURANCE.**

17.1.1 The Grantee shall, at its own expense, obtain and maintain in force, or shall require any subcontractor, subgrantee or assignee performing Project work to obtain and maintain in force, both for the benefit of the State, the following insurance:

17.1.1.1 Statutory workers' compensation and employees liability insurance for all employees engaged in the performance of the Project, and

17.1.1.2 General liability insurance against all claims of bodily injuries, death or property damage, in amounts not less than \$1,000,000 per occurrence and \$2,000,000 aggregate for bodily injury or death any one incident, and \$500,000 for property damage in any one incident; and

17.2. The policies described in subparagraph 17.1 of this paragraph shall be the standard form employed in the State of New Hampshire, issued by underwriters acceptable to the State, and authorized to do business in the State of New Hampshire. Grantee shall furnish to the State, certificates of insurance for all renewal(s) of insurance required under this Agreement no later than ten (10) days prior to the expiration date of each insurance policy.

18. **WAIVER OF BREACH.** No failure by the State to enforce any provisions hereof after any Event of Default shall be deemed a waiver of its rights with regard to that Event, or any subsequent Event. No express waiver of any Event of Default shall be deemed a waiver of any provisions hereof. No such failure of waiver shall be deemed a waiver of the right of the State to enforce each and all of the provisions hereof upon any further or other default on the part of the Grantee.

19. **NOTICE.** Any notice by a party hereto to the other party shall be deemed to have been duly delivered or given at the time of mailing by certified mail, postage prepaid, in a United States Post Office addressed to the parties at the addresses first above given.

20. **AMENDMENT.** This Agreement may be amended, waived or discharged only by an instrument in writing signed by the parties hereto and only after approval of such amendment, waiver or discharge by the Governor and Council of the State of New Hampshire, if required or by the signing State Agency.

21. **CONSTRUCTION OF AGREEMENT AND TERMS.** This Agreement shall be construed in accordance with the law of the State of New Hampshire, and is binding upon and inures to the benefit of the parties and their respective successors and assignees. The captions and contents of the "subject" blank are used only as a matter of convenience, and are not to be considered a part of this Agreement or to be used in determining the intent of the parties hereto.

22. **THIRD PARTIES.** The parties hereto do not intend to benefit any third parties and this Agreement shall not be construed to confer any such benefit.

23. **ENTIRE AGREEMENT.** This Agreement, which may be executed in a number of counterparts, each of which shall be deemed an original, constitutes the entire agreement and understanding between the parties, and supersedes all prior agreements and understandings relating hereto.

24. **SPECIAL PROVISIONS.** The additional or modifying provisions set forth in Exhibit A hereto are incorporated as part of this agreement.



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**From:** Judie Milner & Robert Carpenter

**Subject:** 2026 Budget – Follow Up

---

**Suggested Motion, if inclined:**

Selectboard Member moves, "*I move the Meredith Selectboard set a public hearing on the proposed 2026 budget for Monday, February 9, 2026.*"

**Board Chair calls for a second, discussion and vote.**

**Background/Discussion:**

10/27/25 - 2026 Proposal Presented to Selectboard

11/10/25 – Wages & Benefits Presentation

11/12/25 - Assessing, Library, Planning & Development, Town Clerk, Police, Highway, Cemetery, Bldgs & Grounds, Solid Waste, Water, Sewer Presentations

11/18/25 – Conservation, Parks & Recreation, Fire, Administrative Services, Executive, Municipal Administration, Long Term Debt, Capital, Expendable Trust Fund, Outside Agency Presentations

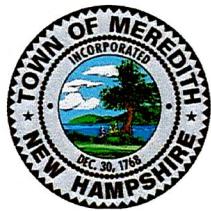
11/24/25 – Revenue Presentation

12/8/25 - Overall Budget Presentation, Manager's proposed budget presented to Selectboard

As previously discussed and planned by Board, tonight is scheduled for board discussion and possible setting of the public hearing. Public hearing cannot happen prior to the first meeting in February per town meeting statute/guidelines. We will have a public hearing for long term debt over \$100,000 for the water department in January per statute.

Link to presentations:

[https://www.meredithnh.gov/DocumentCenter/View/1558/2026-Meredith-Budget-Presentations\\_Combined](https://www.meredithnh.gov/DocumentCenter/View/1558/2026-Meredith-Budget-Presentations_Combined)



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**From: Robert Carpenter, Director of Administrative Services**

**Subject: Administrative Regulation 36: Fund Balance Policy**

---

**Suggested Motion:**

Selectboard member moves, *"I move that we re-adopt the Fund Balance Policy, Administrative Regulation 36".*

Selectboard Chair calls for a second, discussion and vote.

**Recommendation:**

To re-adopt the policy as is. This policy provides general guidance that is used when setting the tax rate in the fall.

**Background/Discussion:**

This is part of the annual requirement to review and adopt the policy, even if there are no changes as part of our auditing requirements.

**Fiscal Impact:**

Dependent on year-by-year basis.

**Concurrences:**

**Alternatives:**

Adjust the policy.

**Attachments/Exhibits:**

Policy attached

**Town of Meredith Selectboard Agenda Report**

**Town of Meredith – Administrative Regulation**

---

Effective Date: April 1, 2012

Regulation No: 36

Revision Date: December 1, 2025

Supersedes:

Approved by: Judie Milner, Town Manager

---

**Subject: Fund Balance Policy**

---

**I. PURPOSE**

To provide guidance to Town of Meredith officials for the determination of unassigned fund balance and the use of the unassigned fund balance.

**II. AUTHORITY:**

This investment policy is in accordance with the Governmental Accounting Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions.

**III. POLICY:**

A. Fund balance must be classified into one or more of the five following categories:

1. Non-spendable Fund Balance – permanent trust funds (nonexpendable portion) non-cash assets such as inventories or prepaid items.
2. Restricted Fund Balance – funds legally restricted for specific purposes, such as grants, library, income balance of permanent funds, and capital project fund cannot change purpose.
3. Committed Fund Balance – amounts that can only be used for specific purposes pursuant to a formal vote at Town Meeting; such as expendable trust (capital reserve), non-lapsing appropriations, and other special revenue funds not listed under restricted can change purpose via vote at Town Meeting.
4. Assigned Fund Balance – amounts intended by the Board for specific purposes. The Board can choose to delegate this authority to the Town Manager or the Administrative Services Director, depending upon the situation. Items that would fall under this type of fund balance could be encumbrances.
5. Unassigned Fund Balance – residual spendable fund balance after subtracting all of the above amounts.

B. Restricted Fund Balance. Includes library, grants, and capital project funds, as well as income balances of permanent funds.

C. Committed Fund Balance. The Town Meeting, as the government's highest level of decision-making authority, may authorize special revenue funds in accordance with provisions of the New Hampshire Revised Statutes Annotated (RSAs) and expendable trust (capital reserve funds).

D. Assigned Fund Balance – Lapse of Appropriations. All appropriations shall lapse at the end of the fiscal year unless authorized in accordance with provision of RSA 32:7.

E. Spending Prioritizations:

1. When an expenditure is incurred that would qualify for payment with either restricted or unrestricted funds, it will be paid first from restricted funds.
2. When an expenditure is incurred that qualifies for payment from either of the three unrestricted fund balance categories, it will be applied in the following order:

## **Town of Meredith Selectboard Agenda Report**

- 1.) Committed
- 2.) Assigned
- 3.) Unassigned.

F. The Town will follow the provisions of the State Municipal Budget Law (RSA 32) in emergency situations which may cause an over-expenditure of total appropriations.

G. The Board will maintain an appropriate level of unassigned fund balance following the guidelines established by the NH Government Finance Officers Association (GFOA), which are as follows:

1. 5% to 15% of regular general fund operating revenues, or
2. 8% to 17% of regular general fund operating expenditures, plus the School and County Appropriations in accordance with the recommendations of the NH Department of Revenue Administration.

H. Nothing in this policy shall require the Town to exhaust all of its unallocated unassigned fund balance. Allocation of unallocated, unassigned fund balance shall be made after a review of all available information, including the Town's planning tools such as the Capital Improvements Program.

I. Compliance with the provisions of this policy shall be reviewed prior to the setting of the annual tax rate.

Reviewed and Adopted \_\_\_\_\_



**Town of Meredith, New Hampshire**  
**Selectboard Agenda Report**  
**For the Meeting of December 22, 2025**

**From: Robert Carpenter, Director of Administrative Services**

**Subject: Administrative Regulation 37: Internal Controls Policy**

---

**Suggested Motion:**

Selectboard member moves, *"I move that we re-adopt the Internal Controls Policy, Administrative Regulation 37".*

Selectboard Chair calls for a second, discussion and vote.

**Recommendation:**

To adopt the policy as presented. This updated policy provided more guidance on Roles & Responsibilities as well as defining the rules and regulations that support the policy's intent.

**Background/Discussion:**

This is part of our ongoing requirement to review and adopt/re-adopt policies, even if there are no changes, as part of our audit. This policy will be reviewed at least every three years, or as changes occur.

**Fiscal Impact:**

None

**Concurrences:**

**Alternatives:**

Change the policy

**Attachments/Exhibits:**

Policy attached

## **Town of Meredith – Administrative Regulation**

---

Effective Date: April 1, 2012

Regulation No: 37

Revision Date: December 1, 2025

Supersedes:

Approved by: Judie Milner, Town Manager

---

### **Subject: Internal Controls Policy**

---

#### **I. PURPOSE**

This policy establishes the Town of Meredith's internal control framework to provide reasonable assurance that operational, reporting, and compliance objectives are achieved. It applies to all Town departments, funds, boards/committees, programs, and employees, including temporary and contract staff handling Town resources. When administering federal or state awards, this policy works in concert with Uniform Guidance (2 CFR 200) and specific grant terms.

#### **II. AUTHORITY:**

- A. NH RSA 41:9, VI assigns the governing body responsibility for establishing and maintaining appropriate internal control procedures to safeguard Town assets and properties.
- B. The Town adopts the COSO Internal Control—Integrated Framework (five components and related principles) as the conceptual basis for internal control.
- C. For federal awards, the Town aligns controls with the U.S. GAO Standards for Internal Control ("Green Book") and 2 CFR 200.303 requirements.

#### **III. DEFINITIONS (PLAIN LANGUAGE)**

- A. Internal Control: Processes, policies, structures, and activities designed and implemented by management to provide reasonable assurance that objectives are met.
- B. Reasonable Assurance: A high (but not absolute) level of confidence considering cost–benefit and inherent limitations (human error, collusion, management override).
- C. Segregation of Duties (SOD): Splitting key functions (authorization, custody, recordkeeping, and reconciliation) among different people.
- D. Compensating Control: A mitigating control used when ideal segregation is impractical.

#### **IV. ROLES & RESPONSIBILITIES**

- A. Board of Selectmen
  - 1. Adopt, oversee, and periodically review this policy; receive periodic control reports.
  - 2. Establish an Audit/Administrative Services Committee or designate equivalent oversight.
- B. Town Manager
  - 1. Champion a culture of integrity and compliance; assign authority and responsibility; ensure resources for control activities, training, and monitoring.
- C. Administrative Services Director (or designee)
  - 1. Maintain Town-wide procedures; evaluate SOD; conduct/control risk assessments; ensure timely reconciliations and reporting; coordinate external audit and corrective action plans.

## **Town of Meredith Selectboard Agenda Report**

- D. Department Heads
  - 1. Implement and document departmental procedures consistent with this policy; ensure staff training and compliance; promptly address deficiencies.
- E. All Employees
  - 1. Follow policies and procedures; complete required training; promptly report suspected fraud, waste, or abuse.
- F. IT Director (or provider)
  - 1. Implement and monitor general IT controls (security, availability, confidentiality, integrity), including access management, backups, and disaster recovery.
- G. External/Internal Auditors (if engaged)
  - 1. Provide independent assurance; management remains responsible for designing and operating controls.

### **V. PRINCIPLES & GUIDELINES (COSO COMPONENTS)**

- A. Control Environment
  - 1. Tone at the Top: Commitment to integrity, ethical values, and compliance. Annual acknowledgment of the Town's Code of Ethics/Conduct and Conflict-of-Interest policy.
  - 2. Structure & Accountability: Clear organizational charts, lines of authority, and documented delegations/approvals. Role-based access to financial/operational systems.
  - 3. Commitment to Competence: Position descriptions with minimum qualifications; background checks for cash-handling and sensitive roles: onboarding and periodic training.
  - 4. Performance & Discipline: Expectations for compliance embedded in evaluations; consequences for noncompliance.
- B. Risk Assessment
  - 1. Conduct at least annual, documented risk assessments at Town-wide and department levels, including fraud risk (asset misappropriation, corruption, financial reporting fraud) and IT/cyber risks.
  - 2. Consider changes in personnel, programs, systems, laws/regulations, significant third-parties, and economic conditions.
  - 3. Identify key controls and control owners; establish remediation plans and timelines.
- C. Control Activities (Town-Wide Minimum Standards)
  - 1. Cash Receipting & Revenues
    - a. Daily Receipting: Pre-numbered receipts or system-generated receipts for all payments. Cash drawers assigned to individuals; no shared logins.
    - b. Deposits: All receipts secured daily and deposited no later than next business day when practical; otherwise within 48 hours. Use tamper-evident bags and dual custody.
    - c. Reconciliations: Daily Z-tapes or system reports reconciled to cash/credit/EFT totals; variances investigated same day and documented.
    - d. Mail Receipts/Lockbox: Mail opened by two people when feasible; check log maintained; endorse "For Deposit Only" upon receipt.
    - e. Remote/Online Payments: PCI-compliant processors; no full card numbers stored by the Town.

## **Town of Meredith Selectboard Agenda Report**

2. Banking & Treasury
  - a. Bank Accounts: Opened/closed only by the Treasurer/Administrative Services Director with Town Manager approval; board notification. Positive pay and ACH debit filters used when available.
  - b. Bank Reconciliations: Performed monthly within 30 days by someone independent of cash handling; reviewed and approved by Administrative Services Director.
  - c. Investments & Collateralization: Follow adopted Investment Policy; collateralize public deposits per state law/agreements.
3. Accounts Payable & Procurement
  - a. Purchasing Thresholds: Follow Town Purchasing Policy (bids/quotes) and grant-specific rules (most restrictive applies).
  - b. Three-Way Match: Purchase order (or requisition), receiving evidence, and vendor invoice matched before payment.
  - c. Vendor Master: Add/changes segregated from check/EFT processing; require W-9, TIN match, and debarment check for federal funds.
  - d. Payment Methods: Prefer EFT/ACH; dual approval for wires/ACH; check stock secured; unused checks inventoried.
  - e. P-Cards: Individual cards with limits; no sharing; receipts required; monthly statement review by supervisor; central audit sampling.
4. Payroll & Human Resources
  - a. Onboarding/Changes: HR maintains personnel files and approves pay rates; Payroll executes—functions separated when feasible.
  - b. Timekeeping: Electronic or pre-numbered timesheets; supervisor approval required; changes logged and auditable.
  - c. Payroll Processing: Pre- and post-payroll variance analytics; direct deposit encouraged; distribution controls for any manual checks.
5. General Ledger, Journal Entries & Financial Reporting
  - a. Journal Entries: Supported by documentation; prepared by one person and approved by someone independent; system-enforced approval workflow when available.
  - b. Close & Reporting Calendar: Monthly close with trial balance review and variance analysis; quarterly financial reports to the Board.
  - c. Capital Assets: capitalization thresholds; asset tags; additions/disposals approved and recorded; annual physical inventory.
6. Accounts Receivable & Billing
  - a. Billing Authorization: Rates/fees approved by governing body; reconciliations between subsidiary ledgers and general ledger monthly.
  - b. Collections: Aging reports reviewed monthly; write-offs approved by the Board or designee per policy.
7. Grants Management (Uniform Guidance Alignment)
  - a. Pre-Award: Document allowability, procurement method, and matching sources; identify compliance requirements.
  - b. Post-Award: Maintain separate grant files/budgets; time-and-effort documentation; drawdowns based on actual costs; subrecipient monitoring where applicable.
  - c. Records: Retain per grant terms; maintain written procedures for payment (2 CFR 200.305) and allowable costs (Subpart E).

## **Town of Meredith Selectboard Agenda Report**

8. Information Technology & Cybersecurity
  - a. Access Management: Unique user IDs; least-privilege access; timely removal of access upon separation; MFA where available for remote/email/Administrative Services systems.
  - b. Change Management: Test and approve significant system changes; maintain audit logs.
  - c. Backups & Continuity: Daily backups with periodic recovery testing; documented Business Continuity/Disaster Recovery plan.
  - d. Data Protection: Encryption for laptops and removable media that store Town data; vendor due diligence and security clauses in contracts.
9. Physical Safeguards
  - a. Secure storage for cash, check stock, and sensitive records; key and access card controls; video where appropriate.
10. Conflicts, Ethics, and Whistleblowing
  - a. Annual conflict-of-interest disclosures for designated positions; gifts/gratuities restrictions; multiple channels for reporting suspected fraud (anonymous option when feasible); anti-retaliation provisions.
11. Records Management
  - a. Retain financial/administrative records per state schedules and grant requirements; protect against unauthorized alteration or destruction.
12. Management Override Prevention
  - a. Document reasons and approvals for exceptions; require secondary review and after-the-fact reporting to the Town Manager or Board committee.

**D. Information & Communication**

1. Maintain current written procedures in each department and on the shared policy repository.
2. Provide periodic control training (annual minimum for supervisors and staff with fiscal duties).
3. Communicate key control metrics (e.g., reconciliation timeliness, exception trends) to management and the Board.
4. Communicate control expectations to third-parties (vendors, subrecipients) via contract language.

**E. Monitoring Activities**

1. Ongoing Monitoring: Supervisory reviews, analytics, dashboards, and automated alerts.
2. Separate Evaluations: Annual self-assessment of COSO principles; targeted internal reviews by Administrative Services/IT; rotation of surprise cash counts.
3. Corrective Action Plans: Track findings from monitoring, external audits, and grantor reviews; assign owners and due dates; report progress to the Board at least semiannually.

### **VI. MINIMUM TIMELINES & METRICS**

- A. Bank reconciliations completed within 30 days of month-end; investment reconciliations within 30 days.
- B. General ledger closed within 45 days of quarter-end; quarterly financial statements to the Board within 60 days.
- C. Capital asset inventory verified annually; p-card statements reviewed monthly; cash counts performed unannounced at least twice per year in cash-intensive locations.

## Town of Meredith Selectboard Agenda Report

### **VII. EXCEPTIONS & COMPENSATING CONTROLS**

When staffing or system limitations prevent ideal segregation, Department Heads must document compensating controls, obtain Town Manager concurrence, and review annually.

### **VIII. TRAINING & AWARENESS**

Mandatory training on cash handling, fraud awareness, and cybersecurity for affected roles within 90 days of hire and annually thereafter.

### **IX. POLICY ADMINISTRATION**

The Administrative Services Director maintains this policy and related procedures. Proposed changes shall be reviewed with the Town Manager and presented to the Board for approval at least every three years.

### **X. RELATED POLICIES & PROCEDURES**

Purchasing/Procurement Policy; Investment Policy; Cash Handling Procedures; P-Card Policy; Capital Asset Policy; Records Retention; Payroll Procedures; Grants Management Procedures; IT Security/Acceptable Use; Disaster Recovery/Business Continuity; Travel & Expense; Fraud, Waste & Abuse Reporting.

### **XI. ACKNOWLEDGMENT**

All employees with fiscal or cash-handling duties must sign an annual acknowledgment of understanding and adherence to this policy and related procedures.

Reviewed and Adopted \_\_\_\_\_

# Town of Meredith – Administrative Regulation

---

Effective Date: April 1, 2012

Regulation No: 37

Revision Date: April 1, 2012

Supersedes:

Approved by: Phillip L. Warren, Jr., Town Manager

---

## Subject: Internal Controls Policy

---

### I. PURPOSE:

Internal controls are tools that help managers be effective and efficient while avoiding serious problems such as overspending, operational failures, and violations of law. Specifically, internal controls are the structure, policies, and procedures put in place to provide reasonable assurance that management meets its objectives and fulfills its responsibilities.

### II. PRINCIPLES AND GUIDELINES:

#### 1. The Control Environment

- a. The Board of Selectmen through the Town Manager's office has adopted this policy as evidence of their commitment to safeguarding the Town's assets. The expectation of integrity and ethical values is the foundation for all other components of managerial control.
- b. Integral to the organizational culture of the Town is a commitment to competence. A sound Personnel Plan, continual review of job descriptions, background checks, job qualifications, and performance evaluations are some of the tools used to demonstrate this commitment. In addition to competence, a clear line of authority and responsibility is established and documented throughout the Personnel Plan, job descriptions and departmental policies.

#### 2. Risk Assessment

- a. All levels of administration and management must be aware of the potential risks that could hinder Town operations. Always be aware of what could go wrong and what assets need to be protected.
- b. Some indications of increased risk include:
  - i. Changes in personnel (turnover, attitudes, levels of stress, illness).
  - ii. Changes in operations (economic or political).
  - iii. Periods of rapid growth.
  - iv. Establishment of new services provided.
  - v. Complex programs or activities.
  - vi. Cash transactions.
  - vii. Off-book accounts.
  - viii. Uncorrected prior problems.

### 3. Control Activities

- a. These are the tools that minimize risk and enhance effectiveness. They are designed to increase productivity, not bureaucracy. Primarily, this consists of specific departmental or town-wide policies and procedures that describe what the Town's objectives are and how to achieve those objectives.
- b. Preventive controls utilized include; authorizations, documentation, segregation of duties, sequential numbering of forms, controlled access, physical security, confidentiality, computer passwords, and disaster recovery.
- c. Detection controls include:
  - a. Reconciliations.
  - b. Periodic verifications (inventory).
  - c. Exception reports.
  - d. Supervisory reviews.

### 4. Information and Communication

- a. Supervisors must communicate duties and responsibilities to employees and employees must be able to alert management to potential problems. Communication of this policy must be ongoing between various levels and departments of the Town. This information must be communicated both within the Town's operations and externally to vendors, taxpayers, and other committees.

### 5. Monitoring

- a. The effectiveness of all control policies and procedures shall be periodically reviewed. Ongoing review will assess the continued adequacy of policies and identify problems that need to be corrected.



**Town of Meredith, New Hampshire**  
**Selectboard Agenda Report**  
**For the Meeting of December 22, 2025**

**From: Robert Carpenter, Director of Administrative Services**

**Subject: Administrative Regulation 38: Fraud Policy**

---

**Suggested Motion:**

Selectboard member moves, "*I move that we re-adopt the Fraud Policy, Administrative Regulation 38*".

Selectboard Chair calls for a second, discussion and vote.

**Recommendation:**

**Background/Discussion:**

This is part of our ongoing requirement to review and adopt/re-adopt policies, even if there are no changes, as part of our audit. This policy will be reviewed at least every three years, or as changes occur.

The policy is generally the same with changes in format and layout. There is also an inclusion of Federal grant requirements.

**Fiscal Impact:**

None

**Concurrences:**

**Alternatives:**

Change the policy

**Attachments/Exhibits:**

Policy attached

## **Town of Meredith – Administrative Regulation**

---

Effective Date: April 1, 2012

Regulation No: 38

Revision Date: December 1, 2025

Supersedes:

Approved by: Judie Milner, Town Manager

---

### **Subject: Fraud, Waste, and Abuse Policy**

---

#### **I. PURPOSE**

The Town of Meredith is committed to safeguarding public resources and maintaining the highest standards of integrity. This policy establishes expectations, responsibilities, and procedures to prevent, detect, report, and respond to suspected fraud, waste, abuse, or other similar irregularities. It applies to all Town officials, employees (including temporary/seasonal), volunteers, committees/boards under the Select Board's authority, and third parties conducting business with the Town (contractors, vendors, agents, subrecipients). When administering federal or state awards, this policy works in concert with Uniform Guidance and grant-specific terms, including mandatory disclosure obligations.

#### **II. DEFINITIONS (PLAIN LANGUAGE)**

- A. Fraud (Occupational Fraud): The use of one's position to obtain personal benefit through the deliberate misuse of Town resources or assets. Typically grouped into three categories: asset misappropriation, corruption, and fraudulent statements.
- B. Waste: The careless or needless expenditure, consumption, mismanagement, or squandering of Town resources that results in unnecessary costs.
- C. Abuse: Behavior that is deficient or improper when compared with behavior that a prudent person would consider reasonable and necessary to achieve a stated purpose.
- D. Similar Irregularities: Other questionable practices by employees or external parties that put public resources at risk.
- E. Examples (non-exhaustive)
  - 1. Asset Misappropriation
    - a. Fraudulent disbursements (e.g., false invoices, falsified timesheets, expense reimbursement schemes); check or ACH tampering.
    - b. Skimming or larceny of cash; theft of inventory/equipment; personal use of Town assets.
  - 2. Corruption
    - a. Conflicts of interest not disclosed/managed; bid rigging; kickbacks or bribery; illegal gratuities; economic extortion.
  - 3. Fraudulent Statements
    - a. Knowingly falsifying financial/operational records or reports.

#### **III. ROLES & RESPONSIBILITIES**

- A. Board of Selectmen
  - 1. Adopt and oversee this policy; receive periodic reports on incidents and corrective actions.

## **Town of Meredith Selectboard Agenda Report**

- B. Town Manager
  - 1. Establish a culture of integrity; ensure resources for prevention and response; coordinate investigations; determine communication with law enforcement in consultation with Town Counsel.
- C. Administrative Services Director & Department Heads
  - 1. Implement prevention and detection controls (segregation of duties, reconciliations, approvals).
  - 2. Educate staff; ensure timely reporting of suspected violations; preserve evidence.
- D. All Employees & Volunteers
  - 1. Comply with policies; complete required training; promptly report suspected fraud, waste, or abuse through the channels below; cooperate with investigations.
- E. Contractors/Vendors/Subrecipients
  - 1. Must comply with contract terms, this policy, and any grant-specific requirements, including mandatory disclosures for federal awards.

### **IV. REPORTING & WHISTLEBLOWER PROTECTIONS**

- A. How to Report (Multiple Channels)
  - 1. Supervisor or Department Head
  - 2. Town Manager (directly, when the supervisor may be involved or unresponsive)
  - 3. Anonymous option (if available): hotline or secure web/email box designated by the Town Manager
  - 4. Law Enforcement for emergencies or imminent harm
- B. Confidentiality & Non-Retaliation
  - 1. Reports may be made confidentially to the extent permitted by law.
  - 2. Retaliation is prohibited against anyone who in good faith reports a concern or participates in an investigation.
  - 3. Posting of employee whistleblower rights shall be maintained in accordance with NH RSA 275-E.

### **V. FEDERAL AWARDS – MANDATORY DISCLOSURES**

- A. When the Town is an applicant, recipient, subrecipient, or pass-through of a federal award, the Town must promptly disclose in writing to the Federal awarding agency and its Office of Inspector General—and to any pass-through entity, if applicable—credible evidence of violations of Federal criminal law involving fraud, conflict of interest, bribery, gratuity violations, or violations of the civil False Claims Act, potentially affecting the award.
- B. The Town Manager (or designee) is responsible for coordinating such disclosures with Town Counsel.
- C. Department Heads must immediately notify the Town Manager upon awareness of such issues.

### **VI. PREVENTION & DETECTION (MINIMUM STANDARDS)**

- A. Maintain an effective system of internal controls (see Town Internal Control Policy), including segregation of duties, access controls, reconciliations, and management review.
- B. Vendor master hygiene (W-9/TIN match, change control, debarment checks for federal funds).
- C. Three-way match for disbursements; dual approval for ACH/wires; secure check stock.
- D. Cash handling: daily receipting and timely deposits; dual custody; surprise counts.
- E. Payroll/timekeeping approvals; independent payroll review.
- F. IT/cyber safeguards: unique user IDs, least privilege, MFA (where available), logging, backups, phishing awareness.

## **Town of Meredith Selectboard Agenda Report**

- G. Conflict-of-interest disclosures at least annually for designated positions; gifts/gratuities restrictions in procurement.
- H. Training on fraud awareness, reporting channels, and record preservation.

### **VII. RESPONSE & INVESTIGATION PROCEDURES**

- A. Intake & Triage
  - 1. Any employee who suspects fraud, waste, or abuse must report immediately through one of the channels above.
  - 2. If the allegation involves the Town Manager, reports may be made to the Board Chair (or designee) and Town Counsel.
- B. Preservation of Evidence
  - 1. Secure relevant records and systems; restrict access to involved individuals; preserve electronic logs/communications; use chain-of-custody practices.
- C. Investigation Coordination
  - 1. The Town Manager leads or assigns an investigator (e.g., Administrative Services, HR, IT, external auditor/forensic consultant) and consults Town Counsel.
  - 2. When warranted, notify Meredith Police Department and/or other authorities; for federal awards, evaluate mandatory disclosure obligations.
- D. Confidentiality
  - 1. All participants must maintain confidentiality consistent with due process and public-records laws.
- E. Interim Risk Mitigation
  - 1. Consider temporary reassignments, access suspensions, or administrative leave to protect evidence and operations.
- F. Findings & Corrective Actions
  - 1. Document conclusions, financial impact, implicated controls, and recommended remediation; seek recovery (restitution, insurance claims) and pursue disciplinary action up to and including termination consistent with the Personnel Plan and applicable law.
- G. Reporting
  - 1. Provide a written report to the Town Manager and, as appropriate, to the Board of Selectmen. When substantiated and as advised by Counsel, refer matters to the NH Attorney General and/or other authorities.
  - 2. Report significant matters to the external auditors.

### **VIII. PROTECTION AGAINST FALSE ALLEGATIONS**

- A. Employees who knowingly make false claims or act in bad faith are subject to discipline per the Personnel Plan; this does not include good-faith reports made in error.

### **IX. TRAINING & AWARENESS**

- A. New hires with fiscal or sensitive duties: training within 90 days; annual refreshers thereafter.
- B. Periodic Town-wide awareness (e.g., posters, intranet notices) about how to report concerns and non-retaliation protections.

## Town of Meredith Selectboard Agenda Report

### **X. MONITORING & PROGRAM IMPROVEMENT**

- A. Track allegations, outcomes, recoveries, and corrective actions.
- B. Annually present an aggregate Fraud, Waste & Abuse Program Update to the Board (case-sensitive information redacted).
- C. Periodically perform a fraud risk assessment and update prevention/detection controls accordingly.

### **XI. RECORDS & RETENTION**

- A. Maintain investigation files, evidence logs, and disclosure correspondence in a secure case file.
- B. Retain records per state schedules and grant terms; longer if litigation/claim holds apply.

### **XII. POLICY ADMINISTRATION**

- A. The Town Manager is responsible for policy implementation and periodic review (at least every three years or sooner as laws/risks change). Departmental procedures shall be aligned with this policy.

### **XIII. ACKNOWLEDGMENT**

- A. All employees and volunteers must acknowledge this policy upon hire and following material updates.

Reviewed: \_\_\_\_\_

*OLD*

# Town of Meredith – Administrative Regulation

---

Effective Date: April 1, 2012

Regulation No: 38

Revision Date: April 1, 2012

Supersedes:

Approved by: Phillip L. Warren, Jr., Town Manager

---

## Subject: Fraud Policy

---

### I. PURPOSE:

- A. The Town of Meredith is committed to protecting its revenue, property, information and other assets from any attempt, either by members of the public, contractors, vendors, agents or its own employees, to gain by deceit, financial or other benefits at the expense of Town taxpayers.
- B. Town officials and employees must, at all times, comply with all applicable laws and regulations. The Town will not condone the activities of officials or employees who achieve results through violation of the law or unethical business dealings. The Town does not permit any activity that fails to stand the closest possible public scrutiny.
- C. This policy sets out specific guidelines and responsibilities regarding appropriate actions that must be followed for the investigation of fraud and other similar irregularities.

### II. DEFINITIONS:

- A. Occupational fraud is defined by the Association of Certified Fraud Examiners as the use of one's occupation for personal enrichment through the deliberate misuse or misapplication of the employing organization's resources or assets. There are three major categories of occupational fraud.
  - 1. Asset Misappropriations – Theft or misuse of an organization's assets.
    - a. Cash.
      - i. Fraudulent Disbursements – Causing the Town to disburse funds through some trick or device (e.g. submitting false invoices/time cards/sheets, expense reimbursement schemes, check tampering, etc.).
      - ii. Skimming – Cash is stolen before it is recorded on the Town's books and records.
      - iii. Cash Larceny – Cash is stolen after it has been recorded on the Town's books or records.
    - b. Inventory and all other assets.
      - i. Misuse – Misuse of the Town's inventory or assets for personal use (e.g. Town vehicles and equipment, computers, materials, supplies, etc.).
      - ii. Larceny – Inventory or other assets are stolen.
  - 2. Corruption – Wrongful use of influence in a business transaction in order to procure some benefit for themselves or another person, contrary to duty to employer or the rights of another.

- a. Conflicts of Interest – An undisclosed economic or personal interest in a transaction that adversely affects the Town.
- b. Bribery – The offering, giving, receiving or soliciting of anything of value to influence an official act or a business decision.
- c. Illegal Gratuities – A party who benefits from an official act or a business decision gives a gift to a person who made the decision. An illegal gratuity does not require proof of intent to influence.
- d. Economic Extortion – An employee demands that a vendor/contractor/etc. pay to influence an official act or a business decision.

3. Fraudulent Statements – Falsification of the Town's financial statements.
4. Other similar irregularities is defined as any activity involving questionable behavior or business dealings by members of the public, contractors, vendors, agents or Town employees, that put Town revenue, property, information and other assets at risk of waste or abuse.

### **III. APPLICABILITY:**

- A. This policy applies to all Board Members, the Town Manager, employees/volunteers of the Town, and to all Committees over which the Board of Selectmen has authority to require general policies to be followed. This policy is also applicable to companies doing business with the Town of Meredith (contractors, vendors, agents, etc.).

### **IV. GENERAL POLICY AND RESPONSIBILITIES:**

- A. It is the Town's intent to fully investigate any suspected acts of fraud or other similar irregularity. An objective and impartial investigation will be conducted regardless of the position, title, and length of service or relationship with the Town of any party who might be or become involved in the subject of such investigation.
- B. The Board of Selectmen and Town Manager are responsible for instituting and maintaining a system of internal controls to provide reasonable assurance for the prevention and detection of fraud, misappropriations and other irregularities. Management should be familiar with the types of improprieties that might occur within their area of responsibility and be alert for any indications of such conduct.
- C. The Town Manager has the primary responsibility for the investigation of all activity defined in this policy.
- D. In all circumstances where there are reasonable grounds to indicate that a fraud may have occurred, the Town Manager, with the advice of the Board of Selectmen, will contact the Meredith Police Department.
- E. Upon conclusion of the investigation, the results will be reported to the Town Manager and others as determined necessary.
- F. The Town will pursue every reasonable effort, including court ordered restitution, to obtain recovery of the Town's losses for the offender, or other appropriate source.

**V. PROCEDURES:**

- A. All Employees
  - 1. Any employee who has knowledge of an occurrence of irregular conduct, or has reason to suspect that a fraud has occurred, shall immediately notify his/her supervisor. If the employee has reason to believe that their supervisor may be involved or does not feel comfortable reporting the occurrence to their supervisor, the employee shall immediately notify the Town Manager.
  - 2. Employees have a duty to cooperate during an investigation.
  - 3. Employees who knowingly make fake allegations will be subject to discipline in accordance with Personnel policy and procedures.
- B. Town Management/Elected Officials

Upon notification from an employee of suspected fraud, or if management has reason to suspect that a fraud has occurred, they shall immediately notify the Town Manager.
- C. Town Manager

Upon notification or discovery of a suspected fraud, the Town Manager will promptly investigate the suspected fraud. In all circumstances, where there are reasonable grounds to indicate that a fraud may have occurred, the Town Manager will inform the Board of Selectmen and the Town's Counsel. Subject to the advice of Town Counsel, the Town Manager will contact the Meredith Police Department.
- D. Contacts/Protocol

After an initial review and a determination that the suspected fraud warrants additional investigation, The Town Manager will coordinate the investigation with Town Counsel and appropriate law enforcement officials.
- E. Security of Evidence

Once a suspected fraud is reported, the Town Manager, in consultation with Town Counsel, shall take immediate action to prevent the theft, alteration, or destruction of relevant records. Such actions include, but are not necessarily limited to, removing the records and placing them in a secure location, limiting access to the location where the records currently exist, and preventing the individual suspected of committing the fraud from having access to the records. The records must be adequately secured until the Town Manager obtains the records to begin the investigation.
- F. Confidentiality

All participants in a fraud investigation shall keep the details and results of the investigation confidential. However, the Town Manager, in consultation with Town Counsel and/or police department, may disclose particulars of the investigation with potential witnesses if such disclosure would further the investigation.
- G. Personnel Actions
  - 1. If a suspicion of fraud is substantiated by the investigation, disciplinary action, up to and including dismissal shall be taken by the Town Manager.
  - 2. Unless exceptional circumstances exist, a person under investigation for fraud shall be given notice in writing of the essential particulars of the allegations following the conclusion of the audit investigation and prior to final disciplinary action being taken.
  - 3. Where notice is given, the person against whom allegations are being made may submit a written explanation to the Town Manager no later than seven calendar days after the notice is received.

**H. Whistle-Blower Protection**

1. Under New Hampshire Statute Title XXIII Labor, Chapter 275-E of the Whistleblowers' Protection Act – Protection of employees reporting violations – No employer shall discharge, threaten, or otherwise discriminate against any employee regarding such employee's compensation, terms, conditions, location, or privileges of employment because:
  - a. The employee, in good faith, reports or causes to be reported, verbally or in writing, what the employee has reasonable cause to believe is a violation of any law or rule adopted under the laws of this state, a political subdivision of this state, or the United States; or
  - b. The employee, in good faith, participates, verbally or in writing, in an investigation, hearing, or inquiry conducted by any governmental entity, including a court action, which concerns allegations that the employer has violated any law or rule adopted under the laws of this state, a political subdivision of this state, or the United States.
2. Paragraph I of this section shall not apply to any employee unless the employee first brought the alleged violation to the attention of a person having supervisory authority with the employer, and then allowed the employer a reasonable opportunity to correct that violation, unless the employee had specific reason to believe that reporting such a violation to his employer would not result in promptly remedying the violation.

**I. Media Issues**

Any Town employee or elected official contacted by the media with respect to an audit investigation shall refer the media to the Town Manager. The alleged fraud or audit investigation shall not be discussed with the media by any person other than the Town Manager.

**J. Documentation**

At the conclusion of the investigation, the results will be reported to the Town Manager, whom in turn will report to the Board of Selectmen and others as determined necessary. If the report concludes that the allegations are founded, the report will be forwarded to the Office of the Attorney General and/or the Police Department.

**K. Completion of the Investigation**

Upon completion of the investigation, including all legal and personnel actions, any records, documents and other evidentiary material will be returned by the Town Manager to the appropriate department.

**L. Reporting to External Auditors**

The Town Manager will report to the external auditors of the Town all information relating to investigations.

**M. Training**

1. Employees of the Town may review this policy on the Town's website, under the Employee Resource Center and shall be required to understand the requirements as listed below.
2. New employees are trained at the time of hiring about the Town's Personnel Plan and Administrative Regulations.
3. Training explicitly covers expectations of all employees regarding:
  - a. Their duty to communicate certain matters;
  - b. A list of types of matters, including actual or suspected fraud, to be communicated along with specific examples; and
  - c. Information on how to communicate those matters.

**N. Annual Report**

As directed by the Board of Selectmen, the Town Auditor will report, on an annual basis, information related to investigations conducted during the year.



**Town of Meredith, New Hampshire**  
**Selectboard Agenda Report**  
**For the Meeting of December 22, 2025**

**From: Robert Carpenter, Director of Administrative Services**

**Subject: Administrative Regulation 39: Investment Policy**

---

**Suggested Motion:**

Selectboard member moves, *"I move that we re-adopt the Investment Policy, Administrative Regulation 39".*

Selectboard Chair calls for a second, discussion and vote.

**Recommendation:**

To adopt the policy as presented. This updated policy provided more guidance on investment/portfolio structure while maintaining the key objectives of safety, liquidity, and yield. The updates further define the rules and regulations that support the policy's intent.

**Background/Discussion:**

This is part of our ongoing requirement to review and adopt/re-adopt policies, even if there are no changes, as part of our audit. This policy will be reviewed and re-adopted on a yearly basis.

**Fiscal Impact:**

None

**Concurrences:**

**Alternatives:**

**Attachments/Exhibits:**

Policy attached

## **Town of Meredith – Administrative Regulation**

---

Effective Date: April 1, 2012

Regulation No: 39

Revision Date: December 1, 2025

Supersedes:

Approved by: Judie Milner, Town Manager

---

### **Subject: Investment Policy**

---

#### **I. PURPOSE**

This policy provides guidance to Town officials on investing public funds to prioritize safety and liquidity, while achieving a market-appropriate yield, meeting daily cash flow needs, and complying with New Hampshire law. It applies to all funds under the custody of the Town Treasurer and in the care of the Board of Selectmen, excluding trust and capital reserve funds custodied by the Trustees of Trust Funds (those are governed by separate statutes and policies).

#### **II. AUTHORITY**

- A. RSA 41:29 – Treasurer duties and authorized investments for towns.
- B. RSA 6:45–6:47 and RSA 383:22 et seq. – Establish and govern the New Hampshire Public Deposit Investment Pool (NH PDIP) and its advisory framework.
- C. RSA 6:8, I & I-a – Banks authorized to accept public deposits in New Hampshire.
- D. Bank Commissioner Rules (Ban 900 series) – PDIP rules; and RSA 383-B:3-301(e) – eligible collateral for public deposits.
- E. Trustees of Trust Funds (RSA 31:19-a; RSA 34; RSA 35) – referenced for clarity but covered by separate policy.

#### **III. OBJECTIVES**

- A. Safety (principal preservation). The foremost objective is to safeguard principal through prudent selection of instruments, counterparties, custody, and collateral.
- B. Liquidity. Maintain sufficient same-day/next-day liquidity to meet obligations; structure maturities to reasonably match anticipated cash flows.
- C. Yield. Optimize return consistent with safety and liquidity, targeting performance relative to appropriate benchmarks (e.g., 3-month U.S. Treasury Bill and/or NH PDIP rate).

#### **IV. RISK MANAGEMENT**

- A. Credit Risk. Limit to permitted issuers; require FDIC coverage and/or eligible collateral where applicable; maintain counterparty limits.
- B. Interest Rate Risk. Ladder maturities; limit weighted average maturity (WAM) of the core portfolio (see limits below).
- C. Liquidity Risk. Hold an operating liquidity buffer in PDIP and/or interest-bearing demand accounts; maintain rolling cash flow forecasts.
- D. Custodial/Safekeeping Risk. Require delivery-versus-payment (DVP) settlement and third-party custody for marketable securities.

## **Town of Meredith Selectboard Agenda Report**

- E. Concentration Risk. Diversify by issuer, instrument, and maturity.

### **V. PERMITTED INVESTMENTS (OPERATING FUNDS)**

Subject to RSA 41:29 and this policy:

- A. U.S. Treasury obligations (bills, notes, bonds), and U.S. government obligations fully guaranteed as to principal and interest.
- B. Repurchase agreements collateralized at least to required levels by U.S. government obligations; tri-party arrangements acceptable if documented; no reverse repos for leverage.
- C. Deposits (including interest-bearing demand, money market deposit accounts, certificates of deposit) in federally insured banks authorized to accept public deposits under state law and having a branch in New Hampshire.
- D. NH Public Deposit Investment Pool (NH PDIP) participation units.

Not permitted: corporate bonds, equities, private placements, derivatives, CMOs/ABS/MBS (other than explicit U.S. government/agency full-faith-and-credit), mutual funds other than PDIP, securities lending, or any instrument not expressly authorized by statute or this policy.

### **VI. DEPOSITORYES & COUNTERPARTIES**

- A. Deposits shall be placed only with federally insured banks chartered under NH or federal law with a branch in NH and authorized to accept public deposits.
- B. The Treasurer shall maintain an Approved Depository List (Exhibit A) reviewed at least annually considering capital adequacy, asset quality, management, earnings, liquidity, and service quality.
- C. For repurchase agreements, counterparties must provide acceptable master agreements and arrange third-party custody of collateral.

### **VII. COLLATERALIZATION OF PUBLIC DEPOSITS**

- A. Public deposits in excess of FDIC/NCUA insurance shall be secured by eligible collateral as defined by the NH Bank Commissioner (e.g., under RSA 383-B:3-301(e) and applicable rules).
- B. Collateral must be perfected by third-party custodial safekeeping in the Town's name (or for its benefit) under a written collateral agreement; market value shall be monitored and maintained at or above 102% of the uninsured principal, with daily valuation and margin calls where practicable.
- C. PDIP investments require no separate collateralization by the Town.

### **VIII. PORTFOLIO STRUCTURE & LIMITS**

- A. Liquidity Tier: Minimum 25% of average monthly operating disbursements kept in same day/next day liquidity (PDIP and -interest bearing- demand).
- B. Maximum Maturity: Any single security  $\leq$  3 years; WAM target  $\leq$  18 months for the core operating portfolio.
- C. Issuer Concentration: Non-U.S.- Treasury deposits at any single bank  $\leq$  40% of operating funds; repurchase agreement exposure  $\leq$  25% per counterparty.
- D. Collateralized CDs/Repurchase: Must meet collateral requirements in Section VII.
- E. Limits may be temporarily exceeded due to cash flow or market conditions; the Treasurer shall document and report exceptions.

## **Town of Meredith Selectboard Agenda Report**

### **IX. SAFEKEEPING, SETTLEMENT & CONTROLS**

- A. All marketable securities shall be held by an independent third party- custodian under a safekeeping agreement.
- B. DVP is required for all purchases/sales of securities and repos.
- C. The Treasurer (or designee) shall maintain written procedures for trade execution, wire/ACH controls, dual approvals, and segregation of duties (initiation, approval, recording, reconciliation).
- D. Internal controls are subject to review by the Administrative Services Director and external auditors.

### **X. ETHICS & CONFLICTS OF INTEREST**

- A. Officials and employees involved in the investment function shall avoid any business activity that could conflict with proper execution of the program or impair independent judgment.
- B. Gifts and gratuities are prohibited consistent with the Town's ethics/procurement policies.

### **XI. REPORTING, BENCHMARKING & REVIEW**

- A. Monthly bank/PDIP statements and reconciliations; quarterly investment report to the Board summarizing holdings, WAM, yield, policy exceptions. and collateral status.
- B. Performance will be compared to the 3-month U.S. Treasury Bill and/or NH PDIP net yield, recognizing differences in risk and liquidity.
- C. This policy shall be reviewed annually by the Treasurer, Town Manager, and Board; amendments require Board approval.

### **XII. DELEGATION OF AUTHORITY**

- A. In accordance with RSA 41:29, the Town Treasurer has custody of Town moneys and conducts investment transactions, paying out funds only upon orders of the Selectmen.
- B. The Treasurer may appoint the Administrative Services Director to assist with deposits, investments, recordkeeping, and reconciliations, with such delegation in writing.

### **XIII. RECORDS & RETENTION**

Investment records, trade confirms, custodial statements, collateral agreements, and reports shall be retained per Town records schedules and applicable law.

---

Exhibits (to be maintained and updated administratively)  
Exhibit A – Approved Depositories & Counterparties

Reviewed and Adopted \_\_\_\_\_

## Town of Meredith Selectboard Agenda Report

### **EXHIBIT A: APPROVED DEPOSITORYIES AND COUNTERPARTIES**

<u>Entity Name</u>	<u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip</u>
Bank of New England	31 Pelham Road	Salem	NH	03079
Bank of New Hampshire	62 Pleasant Street	Laconia	NH	03246
Claremont Savings Bank	145 Broad Street, PO Box 1600	Claremont	NH	03743
Franklin Savings Bank	387 Central Street	Franklin	NH	03235
Mascoma Bank	67 North Park Street	Lebanon	NH	05001
Meredith Village Savings Bank	24 State Route 25	Meredith	NH	03253
Merrimack County Savings Bank	89 North Main Street	Concord	NH	03031
Piscataqua Savings Bank	15 Pleasant Street	Portsmouth	NH	03801
Primary Bank	207 Route 101	Bedford	NH	03110
Profile Bank	45 Wakefield Street	Rochester	NH	03867
Salem Co-operative Bank	3 South Broadway, PO Box 67	Salem	NH	03079
Savings Bank of Walpole	68 Ames Plaza Lane, PO Box 517	Walpole	NH	03068
Sugar River Bank	10 North Main Street, PO Box 569	Newport	NH	03773
The Millyard Bank	57 Northeastern Blvd	Nashua	NH	03062
Walden Mutual Bank	66 North Main Street	Concord	NH	03301
NH Public Deposit Investment Pool (NHPDIP)	PO Box 11760	Harrisburg	PA	17108

# Town of Meredith – Administrative Regulation

---

Effective Date: April 1, 2012

Regulation No: 39

Revision Date: April 1, 2012

Supersedes:

Approved by: Phillip L. Warren, Jr., Town Manager

---

## **Subject: Investment Policy**

---

### **I. PURPOSE**

To provide guidance to Town of Meredith officials as to the investment of public funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow demands of the Town and conforming to all laws governing the investment of public funds.

### **II. AUTHORITY:**

This investment policy is established under the authority of State Statute RSA 41:29.

### **III. POLICY**

**Scope:** This investment policy shall cover all funds under the custody of the Town Treasurer and the care of Board of Selectmen listed in Exhibit A-3 and any newly created funds, unless specifically exempted by the article(s) of its creation.

Objectives:

- A. Safety (of principal and preservation of capital): Safety of principal is the foremost objective of the investment program. Investments shall be undertaken to ensure the preservation of capital in the overall portfolio.
- B. Liquidity (maintain sufficient liquidity to meet operating requirements and other cash needs): The portfolio shall retain sufficient liquidity to meet all operating requirements that may be reasonably anticipated. To ensure adequate funds are available to pay projected financial obligations, investments will be purchased or deposits made to reasonably match anticipated cash disbursements.
- C. Yield (rate of return): The portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles that is as close to market average as possible, taking into account liquidity needs, investment risk, and capital preservation.

Risks:

- A. Credit risk (loss due to failure of security issuer): The Town shall minimize credit risk by limiting investments to the safest types of securities, and diversifying the portfolio.
- B. Market risk (changes in the financial market could reduce the value of a security): The Town shall minimize market risk by limiting investments that are subject to rapid market swings, and by varying investment maturity dates.

Investment Instruments:

- A. List of allowable investment instruments:
  - 1. U.S. Treasury bills, notes, and bonds.
  - 2. U.S. Government Agency Securities which carry the full faith and credit guarantee of the U.S. Government.
  - 3. U.S. Government Instrumentality Securities when contractually managed by a qualified financial advisor and fully collateralized.
  
- B. List of allowable depository instruments:
  - 1. Money market deposit accounts.
  - 2. Certificates of deposit.
  - 3. Sweep accounts.
  - 4. Repurchase agreements, collateralized by U.S. Government Securities.
  - 5. Reverse repurchase agreements, for short-term and unexpected liquidity needs only, with guidance from a qualified financial advisor. A reverse repurchase agreement will not be used for leveraging purposes.
  - 6. Local government investment pools.

Collateralization: All depository instruments will be collateralized by formal written agreement. Ownership of collateralized securities shall be perfected through third party custodial safekeeping. Collateralization will be restricted to the Town's allowable investment and depository instruments with the following tiered ratios:

- A. 100% (minimum) for issues maturing one year or earlier.
- B. 102% (minimum) for all other issues.

Financial Institutions: The types of allowable financial institutions are as follows:

- A. Federally insured banks chartered under the laws of New Hampshire.
- B. Federally insured banks chartered under the laws of the federal government that have a branch located within the State of New Hampshire.
- C. The public deposit investment pool established under state statutes.
- D. Exhibit A-1 to this policy contains a formal list of the qualifying financial institutions maintained by the Treasurer of the State of New Hampshire. Additional financial institutions may be added by the Board of Selectmen to the list after they have been evaluated based upon the following criteria: capital adequacy, asset quality, management, earnings, and liquidity.

Standards of Care:

- A. Delegation of Authority-General: In accordance with New Hampshire Law, RSA 41:29-I, the Town Treasurer shall have custody of all moneys belonging to the Town and shall payout the same only upon orders of the Selectmen. The responsibility for conducting investment transactions resides with the elected Town Treasurer. The Town Treasurer may appoint the Administrative Services Director to assist in performing investment functions.
- B. Delegation of Authority-Pursuant to RSA 41:29-VI: The elected Town Treasurer may delegate the Administrative Services Director the authority to make deposits, investments, provide recordkeeping and reconciliation functions.
- C. Prudence: Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

D. Ethics: Key personnel, as listed in Exhibit A-2, who are involved with the investment function of the Town, shall refrain from personal business activity that could conflict with proper execution of the investment program, or which could impair their ability to make impartial decisions. Key personnel shall also inform the Administration and Board of Selectmen of any relationships, either personal or professional, with any financial institution conducting business with the Town that may, or give the appearance that it may, constitute a conflict of interest.

Internal Controls:

- A. The Town Treasurer may delegate deposit, investment, recordkeeping or reconciliation functions to the Administrative Services Department, provided such delegation is in writing.
- B. The Administrative Services Director is responsible for establishing and maintaining an internal control structure designed to ensure the assets of the Town are protected from loss, theft, or misuse.
- C. The Administrative Services Director is responsible for ensuring that separation of transaction authority from accounting and recordkeeping, and written confirmation of transactions for investments are maintained.
- D. The Board of Selectmen shall establish an annual process of independent review of the investment function. This review will provide internal control by assuring compliance with established policies and procedures.

a. Policy Review:

This policy will be reviewed by the Town Treasurer, Board of Selectmen and the Town Manager on annual basis, and when there is a change in key personnel. Performance of the current investments shall also be reviewed on at least an annual basis. This policy may be reviewed if there is a change in the investment environment, a change in an approved financial institution, or for the purposes of continuous improvement. If a change occurs in investment law which is not reflective of this policy, the law will prevail.

Exhibit A-1 – List of Financial Institutions

	<u>Fed or NH Chartered</u>	<u>Federally Insured</u>
Bank of America N.A. (NC)	Federal	Yes
Bank of New England	NH	Yes
Centrix Bank & Trust	NH	Yes
Citizens Bank New Hampshire	Federal	Yes
Claremont Savings Bank	NH	Yes
Community Guaranty Savings Bank	NH	Yes
Connecticut River Bank, N.A. (VT)	Federal	Yes
Federal Savings Bank	Federal	Yes
First Colebrook Bank, The	NH	Yes
Franklin Savings Bank	NH	Yes
Hampshire First Bank	NH	Yes
Laconia Savings Bank	NH	Yes
Lake Sunapee Bank, FSB	Federal	Yes
Lancaster National Bank, The	Federal	Yes
Ledyard National Bank (VT)	Federal	Yes
Mascoma Savings Bank	Federal	Yes
MerchantBanc, LLC	NH	Yes
Meredith Village Savings Bank	NH	Yes
Merrimack County Savings Bank	NH	Yes
Monadnock Community Bank, FSB	Federal	Yes
Nashua Bank, The	NH	Yes
Northway Bank	NH	Yes
Ocean National Bank	Federal	Yes
Optima Bank & Trust Company	NH	Yes
Piscataqua Savings Bank	NH	Yes
Profile Bank, FSB	Federal	Yes
Salem Co-operative Bank	NH	Yes
Savings Bank of Walpole	NH	Yes
Sovereign Bank (PA)	Federal	Yes
Sugar River Bank	NH	Yes
TD Bank	Federal	Yes
Woodsville Guaranty Savings Bank	NH	Yes
New Hampshire Public Deposit Investment Pool	NH Statute	N/A

**Exhibit A-2 – List of Key Personnel****Town Officials (Appointed/Employee)**

Town Manager  
Administrative Services Director  
Disbursement Accountant

**Elected Officials**

Town Treasurer – Town Clerk

**Board of Selectmen**

Auditors	Plodzik & Sanderson 193 North Main Street Concord, NH 03301 <a href="mailto:plodzikandsanderson@plodzik.com">plodzikandsanderson@plodzik.com</a>
----------	---

**Exhibit A-3 – Funds Subject to this Policy**

General Fund  
Water Fund  
Sewer Fund  
Conservation Fund  
Special Revenue Funds  
Capital Project Funds  
Escrow Funds



**Town of Meredith, New Hampshire**  
**Selectboard Agenda Report**  
**For the Meeting of December 22, 2025**

**From: Robert Carpenter, Director of Administrative Services**

**Subject: Administrative Regulation 43: Federal Grants Policy**

---

**Suggested Motion:**

Selectboard member moves, *"I move that we adopt the Federal Grants Policy, Administrative Regulation 43".*

Selectboard Chair calls for a second, discussion and vote.

**Recommendation:**

To adopt the policy as presented. This is a new policy recommended by the auditors.

**Background/Discussion:**

This is part of our ongoing requirement to review and adopt/re-adopt policies, even if there are no changes, as part of our audit. This policy will be reviewed at least every three years, or as changes occur.

**Fiscal Impact:**

None

**Concurrences:**

**Alternatives:**

**Attachments/Exhibits:**

Policy attached

## **Town of Meredith – Administrative Regulation**

---

Effective Date: December 1, 2025

Regulation No: 43

Revision Date:

Supersedes:

Approved by: Judie Milner, Town Manager

---

### **Subject: Federal Grants Policy**

---

#### **I. PURPOSE**

The Federal Government provides rules for how all grantees must spend, track, and report on federal funds. These rules are located in 2 CFR Part 200, titled the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards, also known as the “Uniform Guidance.”

This policy establishes the minimum standards regarding internal controls and grant management to be used by the Town of Meredith to ensure that all federal funds are lawfully expended. The town must maintain a proper financial management system in order to receive both direct and state administered grants and to expend funds associated with a grant award. Fiscal controls and procedures are in place to ensure that all financial management system requirements are met.

The Director of Administrative Services is the responsible authority for administering the financial management functions, the processing of expenditures, and the oversight of administrative issues in support of federal grants and other awarding instruments. These responsibilities include: coordination of all financial reporting requirements for federal awards; liaison for all grant financial management activities; entry of obligations, invoices, and payments into the financial reporting system; and payment of financial obligations in a timely manner.

Department Heads shall advise the Director of Administrative Services on every step of the grant process, including application, award, receipt of funds, receipt of equipment, goods and/or services, etc., and provide a copy of all relevant documentation in a timely manner.

#### **II. ALLOWABILITY**

- A. While grants may specify allowable and unallowable cost, the Town will adhere to the federal cost principles outlined in 2 CFR Part 200, the Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards when developing and administering the budget for each grant. Federal cost principles require costs to be allowable, reasonable, and allocable.
  - a. In order to meet the definition of “allowable”, a cost must:
    - a. Be Necessary and reasonable to carry out the grant.
    - b. Be Consistent with the policies and procedures that apply uniformly to federal and non-federally funded expenses.
    - c. Not be included as part of match of federal funds
    - d. Be adequately documented.
  - b. In order to meet the definition of “reasonable”, the cost of the good or service does not exceed the amount a prudent person would spend on an item at the time the decision was made to incur the cost. Reasonable is further defined as:

## **Town of Meredith Selectboard Agenda Report**

- i. Use of the sound business practices, adherence to federal, state, and local laws and regulations, and the terms and conditions of the federal award.
- ii. Use of market prices for comparing the costs of goods and services
- c. In order to meet the definition of “allocable”, the cost of the goods and services involved are chargeable or assignable to that federal award or cost objective in accordance with relative benefits received. Allocable is further defined as:
  - a. Costs are incurred specifically for the federal award.
  - b. Costs can be distributed in proportions that may be approximated using reasonable methods.
  - c. Costs necessary to the overall operation of the non-federal entity. In order to meet the definition of “allocable”, the cost of the goods and services

### **III. DIRECT AND INDIRECT COSTS**

- A. Direct costs can be identified specifically with a particular final cost objective, such as a federal award, or other internally or externally funded activity, or that can be directly assigned to such activities relatively easily with a high degree of accuracy.
  - a. Typical direct costs include:
    - i. Direct labor costs (i.e., the compensation of employees who work specifically on completing the objectives of a federal award).
    - ii. Direct labor employees’ related fringe benefit costs.
    - iii. Travel of direct labor employees.
    - iv. Materials, supplies, or other items purchased for use on a specific federal award.
- B. Indirect costs are incurred for a common or joint purpose benefitting more than one cost objective, and not readily assignable to the cost objectives specifically benefitted, without effort disproportionate to the results achieved. Indirect costs are allowable as described in 2 CFR Part 200, including 2 CFR § 200.414.
  - a. Typical indirect costs include:
    - i. Depreciation on buildings and equipment.
    - ii. The cost of operating and maintaining facilities.
    - iii. General administration and general expenses, such as the salaries and expenses of executive officers, personnel administration, and accounting.

### **IV. CASH MANAGEMENT**

- A. Timely Obligation of Funds
  - a. Obligations are orders placed for property and services, contracts and subawards made, and similar transactions during the given period that require payment by the town during the same or a future period. 2 CFR § 200. 1.
- B. Period of Performance of Federal Funds
  - a. All obligations must occur on or between the beginning and ending dates of the grant project. This period of time is known as the period of performance. The period of performance will be indicated in the Grant Award Notice (GAN).
- C. Certain grants have specific requirements for carryover funds that must be adhered to.
- D. State Administered Federal Funds
  - a. As a general rule, state-administered Federal funds are available for obligation within the year that Congress appropriates the funds. In general, the period of availability for funds authorized under direct

## **Town of Meredith Selectboard Agenda Report**

grants is identified in the GAN. The recipient must liquidate all financial obligations incurred under the Federal award no later than 120 calendar days after the conclusion of the period of performance. A subrecipient must liquidate all financial obligations incurred under a subaward no later than 90 calendar days after the conclusion of the period of performance of the subaward (or an earlier date as agreed upon by the passthrough entity and subrecipient). When justified, the Federal agency or passthrough entity may approve extensions for the recipient or subrecipient. 2 CFR § 200.344 (c)

**E. Payment Methods**

- a. The town's payment methods shall minimize the time elapsed between receiving funds directly from the United States Treasury or the State of New Hampshire and the disbursement of those funds.

**F. Requesting Funds**

- a. Typically, the town receives grant funds by requesting a reimbursement after program expenses have been incurred through the use of invoices or draw downs. However, some grant programs provide the funds up-front via a check or electronic funds transfer.
- b. Most funding agencies, federal and non-federal, specify the particular method required for requesting grant funds. In order to avoid funding delays (or potential penalties or funding withdrawal), the town will follow the grantor's preferred method of requesting funds while attempting to minimize the time between fund receipt and the disbursement of grant funds for program-related expenditures.
- c. Regardless of the method of grant fund receipt, all program expenditures that will be paid for with grant funds must be allowable and meet any applicable cost restrictions. Grant fund receipts will be deposited and coded to the correct account promptly and will be reported accurately to the grantor.

## **V. PROCUREMENT**

**A. Purchases of Goods and Services Procedures**

1. Purchases for goods and services specified in the grant application shall be executed in accordance with the Town of Meredith's Purchasing Policy along with each individual grant requirements and recorded in corresponding general ledger and corresponding project codes and 2 CFR § 200.317 through 200.327.

**B. Debarment and Suspension**

1. The town awards contracts only to responsible contractors possessing the ability to perform successfully under the terms and conditions of a proposed procurement. Consideration is given to such matters as contractor integrity, compliance with public policy, record of past performance, and financial and technical resources.
2. The town shall not subcontract with or award subgrants to any person or company who is debarred or suspended. A copy of the required certification related to the suspension and debarment of the vendor is available on the System for Award Management web page and can be accessed at the following address: <http://www.sam.gov>. The Town will use at least one of the following methods to verify whether a person or vendor is not suspended or debarred (ref. 2 CFR § 180.300 and 2 CFR § 200.214)
  - a. Clause/condition within the contract
  - b. Search Sam.gov exclusion list and print the results providing evidence the vendor is not suspended or debarred
  - c. Require a certification form from the person/vendor acknowledging they are not suspended or debarred

## Town of Meredith Selectboard Agenda Report

### **VI. CONFLICT OF INTEREST AND MANDATORY DISCLOSURE**

- A. No employee, officer, or board/committee member may participate in the selection, award, or administration of a contract supported by a Federal award if he or she has a real or apparent conflict of interest. Such a conflict of interest would arise when the covered individual, any member of his or her immediate family, his/her partner, or an organization, which employs or is about to employ any of those parties has a financial or other interest in or received a tangible personal benefit from a firm considered for a contract.
- B. Covered individuals will not solicit or accept any gratuities, favors, or items from a contractor or a party to a subcontractor for a federal grant or award. Violations of this rule are subject to disciplinary action. All violations of federal criminal law involving fraud, bribery, or gratuities can potentially affect any federal award. The town shall fully address any such violations promptly.
- C. Upon discovery of any potential conflict, the town will disclose the potential conflict in writing to the Federal awarding agency in accordance with applicable federal awarding agency policy (2 CFR § 200.112.)

### **VII. INVENTORY MANAGEMENT**

- A. Capital assets are defined as assets with an initial individual cost of more than \$5,000 and a useful life of more than one year. Assets are recorded at historical cost or estimated historical cost if purchased or constructed. Major outlays for capital assets and improvements are capitalized as projects are constructed. Assets that are initially categorized as construction in progress and later moved to appropriate asset category when the project is completed.
- B. Equipment and supplies purchased with Federal funds that cost \$5,000 or more are to be tagged when purchased so that proper disposal procedures can be followed when items are sold or sent to surplus. The town should follow adequate maintenance procedures to ensure equipment is kept in good condition.
- C. Each department that has acquired equipment through a grant is responsible for maintaining an accurate spreadsheet with the following information for each piece of equipment:
  1. Item description: Make, model, and detailed specifications of the equipment.
  2. Serial number: Unique identifier for each item.
  3. Acquisition date: Date the equipment was purchased.
  4. Cost: Purchase price of the equipment.
  5. Funding source: Grant number and percentage of federal funding.
  6. Location: Where the equipment is currently located.
  7. Current condition: Note any damage or wear and tear.
  8. Assigned user: Who is responsible for the equipment.
  9. Disposition data: Information regarding the equipment's eventual disposal, including date and method of sale if applicable.
- D. Spreadsheets must be updated as needed and a copy forwarded to the Administrative Services Department. Each piece of equipment shall be labeled and tagged as follows:
  1. Unique identifier: Affix a visible label or tag to each piece of equipment with a unique identifier that links to the property record.
  2. Federal funding indicator: Clearly mark the equipment as being purchased with federal grant funds.
- E. Federal equipment should be inventoried at least every 2 years to be properly safeguarded against theft, damage, or loss.
  1. Regular checks: Conduct physical inventories at least once every two years to verify the existence and condition of all federally funded equipment.

## **Town of Meredith Selectboard Agenda Report**

2. Reconciliation: Compare the physical inventory results with the property records to ensure accuracy.
3. Reporting: Document any discrepancies found during the inventory process.
- F. When assets acquired with Federal funds are no longer used in the grant program (i.e., grant has expired, asset was lost, stolen, or damaged, or asset became idle) the grantor must be notified.
- G. The Federal Government may be due a portion of the proceeds for equipment items with a book value of \$5,000 or more at the time of disposition. If the federal agency is compensated for the current fair market value of the item, the equipment may be retained by the agency. (Ref. 2 CFR § 200.311-200.316)

### **VIII. TRAVEL REIMBURSEMENT**

- A. Employees and town officials are expected to use good judgment and care in the expending of public funds when traveling on behalf of the town when expending public funds in performance of their daily duties and responsibilities. Travel expenses will be paid by the town if they are reasonable, properly authorized and well documented and consistent with town policy.
- B. For purposes of this policy, "travel expenses" shall mean the expenses for transportation, lodging, subsistence, and related items incurred while conducting necessary official business as a federal grant recipient.
- C. Travel expenses shall be reimbursed on a mileage basis for travel using an employee's personal vehicle and on an actual cost basis for meals, lodging and other allowable expenses, consistent with those normally allowed in like circumstances in the town's non-federally funded activities and in accordance with the Town's travel reimbursement policy. (Ref. 2 CFR § 200.475)

### **IX. ACCOUNTABILITY AND CERTIFICATION**

- A. The town is responsible for continuously monitoring the financial status of the federal grants and for monitoring grants for compliance with all applicable federal, state, and local regulations. The town must submit performance reports as required by the Federal award. Intervals must be no less frequent than annually nor more frequent than quarterly except if specific conditions are applied. Submission may be required more frequently if the town fails to meet any requirements of a federal award.
- B. When a significant development that could impact the Federal award occurs between performance reporting due dates, the town must notify the Federal agency or pass-through entity.
- C. The town must maintain records that sufficiently identify the amount, source, and expenditure of Federal funds for Federal awards. These records must contain information necessary to identify Federal awards, authorizations, financial obligations, unobligated balances, as well as assets, expenditures, income, and interest. All records must be supported by source documentation.
- D. The town shall take reasonable cybersecurity and other measures to safeguard information including protected personally identifiable information (PII) and other types of information.
- E. The town shall ensure that the annual single audit report is provided to the Federal Audit Clearinghouse by the town's audit firm in accordance with the provisions of 2 CFR part 200, subpart F.

### **X. TIME AND EFFORT REPORTING**

- A. As a recipient of federal funds, the town shall comply with the Uniform Administrative Requirements, cost principles, and audit requirements for federal Awards. Section 200.430 of the Code of Federal Regulations requires certification of efforts to document salary expenses charged directly or indirectly against federally sponsored projects. This process is intended to verify the compensation for employment services, including

## **Town of Meredith Selectboard Agenda Report**

salaries and wages, is allocable and properly expended, and that any variances from the budget are reconciled.

**B. Compensation**

1. Compensation for employment services includes all remuneration, paid currently or accrued, for services of employees rendered during the period of performance under the Federal award, including but not necessarily limited to wages and salaries. Compensation for employment services may also include fringe benefits, which are addressed in 2 CFR § 200.431. Costs of compensation are allowable to the extent that they satisfy the specific requirements of these regulations, and that the total compensation for individual employees:
  - a. Is reasonable for the services rendered, conforms to the town's established written policy, and is consistently applied to both federal and non-federal activities.
  - b. Follows an appointment made in accordance with the town's written policies and meets the requirements of federal statute, where applicable.

**C. Time and Effort Reports**

1. The only personnel costs charged to federal awards in the Town of Meredith are the compensation, and their associated benefits, of employees who work directly on the award. Charges to federal awards for salaries and wages must be based on records that accurately reflect the work performed. These records must:
  - a. Be supported by a system of internal controls which provide reasonable assurance that the charges are accurate, allowable, and properly allocated.
  - b. Be incorporated into the official records.
  - c. Reasonably reflect the total activity for which the employee is compensated, not exceeding 100% of compensated activities.
  - d. Encompass both federally assisted and other activities compensated by the town on an integrated basis.
  - e. Comply with the town's established accounting policies and practices.
  - f. Support the distribution of the employee's salary or wages among specific activities or cost objectives if the employee works on more than one (1) federal award; a federal award and non-federal award; an indirect cost activity and a direct cost activity; two (2) or more indirect activities which are allocated using different allocation bases; or an unallowable activity and a direct or indirect cost activity.
  - g. The town may use substitute processes or systems for allocating salaries and wages to Federal awards either in place of or in addition to the records described in 2 CFR § 200.430(g)(5) if approved by the cognizant agency for indirect cost. Such systems may include, but are not limited to, random moment sampling, "rolling" time studies, case counts, or other quantifiable measures of work performed.

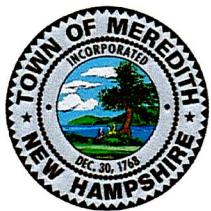
### **XI. GRANT BUDGET RECONCILIATION**

- A. Budget estimates are not used as support for charges to federal awards. However, the town may use budget estimates for interim accounting purposes. The system used by the town to establish budget estimates produces reasonable approximations of the activity(ies) performed. Any significant changes in the corresponding work activity are to be identified by the town and entered into the town's records in a timely manner.

**XII. RECORD RETENTION AND ACCESS**

- A. In accordance with 2 CFR § 200.334 – 338, the Town must retain all Federal award records for three years from the date of submission of their final financial report. Records to be retained include but are not limited to, financial records, supporting documentation, and statistical records. There are several exceptions to this rule, which are spelled out in § 200.334 (a)-(f).
- B. The Federal agency must request the transfer of records to its custody when it determines that the records possess long-term retention value. However, the Federal agency may arrange for the town to retain the records that have long-term retention value so long as they are continuously available to the Federal Government.
- C. When practicable, town must collect, transmit, and store Federal award information in open and machine-readable formats. It is not necessary to create and retain paper copies when original records are electronic and cannot be altered. Electronic versions of original paper records may be substituted through duplication or other forms of electronic conversion, provided that the procedures are subject to periodic quality control reviews. Quality control reviews must ensure that electronic conversion procedures provide safeguards against the alteration of records and assurance that records remain in a format that is readable by a computer system.
- D. The Federal agency or pass-through entity, Inspectors General, the Comptroller General of the United States, or any of their authorized representatives must have the right of access to any records of the town pertinent to the Federal award to perform audits, execute site visits, or for any other official use. This right also includes timely and reasonable access to the town's personnel for the purpose of interview and discussion related to such documents or the Federal award in general.
- E. The Federal agency's or pass-through entity's rights of access are not limited to the required retention period of this part but last as long as the records are retained. Federal agencies or pass-through entities must not impose any other access requirements.

Reviewed \_\_\_\_\_



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**From:** Judie Milner, Town Manager

**Subject:** Parking Committee Recommendations

---

**Suggested Motion:**

Selectboard Member moves, *"I move the Meredith Selectboard authorize a second PILOT program from May 15, 2026 to October 15, 2026 for parking at Cattle Landing Lot and Lovejoy Sands Upper and Lower Lots as well as Patricia Drive, incorporating the changes recommended by the parking committee. I further move to direct the manager to develop alternatives for a long term equitable solution for users of the lots and public space and bring back alternatives to the board after the 2026 PILOT program."*

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

**Recommendation:**

I recommend a second year of PILOT program with changes as recommended by the committee and staff. For phase II implementation, I recommend the Selectboard assign staff to come up with 3-4 scenarios for the community. I further recommend either a well advertised community forum workshop to review and discuss scenarios or a more diverse group of committee participants so that all interests are represented.

**Background/Discussion:**

In 2024, the selectboard formed a Merdith Neck Parking Committee to advise the Board on the best way to address parking issues experienced on the neck. The committee issued a report in late 2024 with recommendations for a PILOT parking program which was implemented for summer 2025. The committee was extended to 12/31/25 so that data from the PILOT program could be analyzed and recommendations could be made to the

## Town of Meredith Selectboard Agenda Report

board regarding the parking solution. Additional phase II work, as identified in the initial report to the board, was to be completed as well.

The Committee has reviewed the data collected during the PILOT program. The board was given a copy of this data in your 9/8 board packets. After careful consideration, the committee recommends extending the PILOT program to 2026 summer season with the following recommendations on changes/additions:

### **PILOT Program Recommended Changes**

#### **Cattle Landing Lot:**

- Reduce the number of disability parking spaces at Cattle Landing to the amount required in the building code regulations.
- Add additional boulders as a safety measure along the front of the lot to keep cars from driving down the embankment.

#### **Patricia Drive:**

- Add “No Parking” signage at the top of the circle to allow sufficient space for emergency vehicle turn-around.

#### **Lovejoy Sands Upper Lot:**

- Eliminate the 72-hour vehicle parking time restriction in the Upper Lot to be consistent with the Lower Lot and Cattle Landing. Longer term parkers, currently in the Lower Lot, will have the option to relocate to the Upper Lot.
- Limit trailer parking to 72 hours to eliminate long-term trailer storage in the lot.
- Add trailer parking signage in the trailer parking area, including informational mapping and usage restrictions to improve parking efficiency and enhance safety,
- Post trailer parking dates for the Upper Lot, commencing May 15<sup>th</sup> through October 15<sup>th</sup> since the Lower Lot restricts trailer parking beginning May 15<sup>th</sup>.

#### **Lovejoy Sands Lower Lot:**

- Improve visibility and clarity of wayfinding signage at the Lower Lovejoy Lot to make traffic flow and boat launch usage safer and more orderly.
- DPW and Police will consider street parking allowance on Lovejoy Sands Rd. adding 5-6 parking spaces.

**Administrative and Enforcement:**

- Extend the parking permit use of facility stickers and guest hang tags through October 15, 2026.
- Increase the parking violation fine from **\$75 to \$150** per day to deter violators.
- Continue data collection through 2026 to monitor program results.

Regarding the phase II work, the committee was having a difficult time differentiating between recommending solutions and implementation of solutions, often getting “stuck in the weeds” of implementation issues which are the burden of staff. This led to a kind of impasse on providing recommendations for phase II. My recommendation to the board is to direct staff to come up with a few scenarios and vet those scenarios, environmental, private/public partnerships, etc. for presentation to the public sometime in 2026 after the PILOT program concludes.

**Alternatives:**

Extend the PILOT program as is.

Extend PILOT program with changes as recommended by the committee.

Codify the PILOT program.

Make no changes to the parking at Meredith Neck.

Develop another Committee with more representation to tackle Phase II.

Task staff with coming up with viable Phase II scenarios for public input or committee input at a later date.

**Attachments/Exhibits:**

2024 Parking Committee Report Link <https://www.meredithnh.gov/335/Studies>

Approved Minutes of 2025 Parking Committee Link

<https://www.meredithnh.gov/AgendaCenter>



**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**Subject: Planning Board Alternate Appointment**

---

**Suggested Motion:**

Selectboard member moves, *"I move the Meredith Selectboard re-appoints David Thorpe to the Zoning Board."*

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

**Attachments/Exhibits:**

David Thorpe Committee Application  
Email From Zoning Board Chair Thomas Girard



# 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: Davis Thorpe Board: ZBA

Physical Address: 53 Wicwood Shores Rd.

Mailing Address: Po Box 1127, MEREDITH, NH 03253-1127

Email Address: dthorpe0212@gmail.com

How long at present address: 33 yrs Phone: (603) 496-1106

Education: BSME

Relevant Experience: ZBA, CIP, Water System Comm.

Friends / Relatives Employed by the Town: Jason BORDEN, Mike Faller

Community Interests / Civic Organizations: CIP, ZBA, Lake Wicwas Assoc., Loon Preservation Comm.

Employer: Retired

References: Mike Peizar, Venie Forrestier, Jonathan James, Scott Powell

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



Outlook

---

**RE: Zoning Board Re-Appointment**

---

**From** tom rightrealtynh.com <tom@rightrealtynh.com>**Date** Wed 12/17/2025 2:13 PM**To** 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.

Judie

Yes, the board agrees that Dave should be re-appointed.

Thanks, and hope you have a great holiday!

**Thomas Girard**

**Realtor**

**Cell: 978-835-4688**

**Office: 603-279-5955**

**Fax: 888-527-4110**

**[tom@RightRealtyNH.com](mailto:tom@RightRealtyNH.com)**

**Meredith Zoning Board of Appeals – Chairman**

**Right Realty Group**

*By NH law I am required to provide this disclosure to you prior to our first meeting.*

*Please take a moment to review: <https://www.oplc.nh.gov/real-estate-commission/documents/brokerage-relationship-disclosure-form.pdf>*

If you are currently under exclusive agency contract with a real estate broker, please disregard this message. It is not our intention to solicit clients of other real estate brokers.

[Equal Housing Opportunity](#)

---

**From:** Town Manager <townmanager@meredithnh.gov>**Sent:** Wednesday, December 17, 2025 2:01 PM**To:** tom rightrealtynh.com <tom@rightrealtynh.com>**Subject:** Zoning Board Re-Appointment

Good Morning,

I hope all is well with you. I have a board application from David Thorpe to be re-appointed to the ZBA. The selectboard has been looking for an endorsement from the board that they agree with the appointment or in this case reappointment. Does the board concur with the reappointment?

Thank you and Happy Holidays,

*Judie Milner*

Meredith Town Manager  
41 Main Street  
Meredith, NH 03253  
603-677-4205





**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 2025**

**From:** Judie Milner, Town Manager

**Subject:** Town Manager Report

---

**Shout outs:**

**(3) Police Department employees attended the NH Highway Safety Conference.**

**PD great work in investigating and prosecuting an illegal dumping case resulting in \$1400 of restitution returned to the town.**

**Congratulations to our new dad, Code Enforcement Officer Jonathan Trull – John Dever will be filling in for Jonathan.**

**Contractors for Fidium** - will be around town for the next several months installing a new fiber network – several neighboring PD's will be assisting our PD in providing details for the contractors.

**Grant Support Letter SAU –**

**2024 Financial Audit -**

**Annual Report -**

**Vision, Mission, Strategic Goals –**

**Breezelne Franchise Agreement-**

**Planning & Development Reorganization -**

**2026 Budget Process –**

**Selectboard Email Addresses** – checking in, are you all set up.

**Master Plan** – public hearing to adopt community plan is set for **Tuesday, 12/23**, at 7pm.

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

**12/9 7pm** 1<sup>st</sup> Public Hearing for 5 potential zoning amendments. See notice attached to this report. Still to come is waterfront setback change, non-conforming neighborhood overlay for setbacks, and edits/addition of some definitions.

**12/23 7pm** - public hearing on the remaining zoning amendments and potential 2<sup>nd</sup> hearing on any changes that may come about from 1<sup>st</sup> public hearing on 12/9

Updated master plan documents and zoning amendments are on our website for review at the following link:

**<https://www.meredithnh.gov/190/Community-Development-Department>**

**Short Term Rental Licensing** – We have received the licensing link, which is expected to be live on our website 12/22 along with the 24/7 hotline number and supporting docs. Deckard will be sending out letters this week.

**Coalition 2.0** – I attended my first board meeting as an alternate. The meeting was very productive as we discussed at length how to come up with solutions for the legislature as opposed to just saying “no” to every bill introduced on education funding. There will be a committee of the board, which I volunteered for, to discuss options to bring forward to donor communities to approve. I will keep you updated. 2026 Legislative priorities have been identified – passing out document tonight.

**Flood Map Update** – public comment period is over; FEMA has indicated that it could take up to a year to get to the adoption phase of Meredith’s new flood plain maps.

**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 letter attached to my 10/27 TM update was finalized and is being circulated to the member groups for signatures. I signed the letter and will keep you informed of the process.

## Town of Meredith Selectboard Agenda Report

**State DOT cuts to 10 yr Plan** – it appears that our CMAQ grant project on route 25 is off the chopping block since they asked us to sign paperwork (see 12/8 agenda item). We will keep you informed regarding the fate of the other project set for elimination. Thank the board and the public for sending in your comments and support for our NHDOT projects.

### Upcoming Events on Town Property:

DPW FACILITY USE PERMITS APPROVED					UPDATED 12/
NAME OF APPLICANT	PROPERTY	Event Date	TIME	EVENT	
<b>2025</b>					
Meredith Chamber of Commerce	Community Park	Nov 29 to New Years		Lit Christmas tree in park	
Parks & Rec -Town of Meredith	Hesky Park	December 7	5 to 8pm	Santa/tree lighting event	
ILHS Spanish Class	Solid Waste	December 7	8am to 3pm	Fundraiser	
<b>2026</b>					
Meredith Rotary Club	Solid Waste Facility	January 10th	8am to 3pm	Styrofoam collection	
Rick Loader, Guitar Army	Hesky Park	Every Tuesday night	5:30 to 8:30 pm	guitar concert	
Meredith Fishing Derby	Hesky Park	Feb 6,7,8	4 pm Fri to 5 pm Sunday	Annual Ice Fishing Derby	

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

### Upcoming Meetings:

Town of Meredith			
Selectboard Meeting Schedule - Fall 2025			
Date	Time	Meeting	Location
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
12/23/2025	7pm	Planning Board	Community Center

**State Zoning/Housing Mandate Dialog** – I'll let the board know when Raymond reschedules the meeting that was cancelled due to the weather in December.

## Town of Meredith Selectboard Agenda Report

**Waterfront infrastructure** – Part of the CIP presentation & I'm working through the 2019 study completed by Weston & Sampson. After the review, I'll add a workshop to discuss board's direction and next steps.

**Parking PILOT Program** – on agenda earlier tonight

**Main Street Project** – The engineer was at our 12/8 meeting to discuss the plan in light of our recent parking study. I will bring vote to our next meeting to move onto to preliminary design. Any other thoughts/questions that need to be addressed?

**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 – December:**

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. The engineering firm has redesigned the project to avoid the need to disrupt Dover Street and having minimal disruption of main street and water/sewer. They may be able to expend the grant funds in the allotted time period without relying on future extension request approval with the new design. I expect there will be another meeting with FEMA folks shortly to get approval for the new approach.

**Route 3/25 assessment(underground)** – Superintendent Bordeau, Crew Chief Sausville, Director Faller, Asst Director Hale and I met with representatives of NH DOT and Bay District (Center Harbor) representatives on October 28<sup>th</sup> to discuss the sewer force lines which go through a storm water basin by the docks. We have documentation that the force mains were put in after and through the storm water basin. Next steps are a flow analysis and meeting with Center Harbor on the calculation of community payment for the project. We met with Center Harbor in November, we are waiting for the results of the Bay District

## **Town of Meredith Selectboard Agenda Report**

Board meeting so we can move forward with discussions. In the meantime this has been added to the 2028 WRBP projects to be completed.

**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 for pedestrians which is putting further strain on the already congested area. Thank you Mike! – We have still not heard back from NHDOT, we will follow up.

**Sewer Storm Water Asset grant**- Scheduled for completion late 2025

**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. – the committee is going to re-open the discussion of the placement of the playground at their 12/16 meeting. We are putting the groundwork on hold until after the meeting, likely until spring if the ground is frozen. The playground has not moved. We will move forward with groundwork in the Spring.

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

**Engine 3 Build** – final inspection occurred last week with very few items to tweak/add, we are expecting delivery in early January.

**Space Needs RFP** –The kickoff meeting with SMP Architecture and town hall/annex departments occurred on November 6<sup>th</sup>. The firm took measurements of the existing spaces and we discussed needs, constraints and pros/cons possible solutions. There will be meetings with each employee in November and a few follow up meetings with the departments in December. The firm is shooting for a presentation of findings and public discussion as a workshop in your 1/26/26 selectboard meeting.

**Projects working on – Stay Tuned for Future Update**

PFAS Settlements



## Re: grant support letter

From Moriarty, Mary <[mary.moriarty@interlakes.org](mailto:mary.moriarty@interlakes.org)>

Date Tue 12/9/2025 3:27 PM

To Town Manager <[townmanager@meredithnh.gov](mailto: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.

Thank you, Judie. When do you meet again? Best, Mary

**Mary Moriarty**  
**Superintendent SAU #2**  
**Inter-Lakes & Ashland School Districts**  
**Humiston Building**  
**103 Main Street Suite 2**  
**Meredith, NH 03253**  
**(603) 279 - 7947**

On Tue, Dec 9, 2025 at 3:21 PM Town Manager <[townmanager@meredithnh.gov](mailto:townmanager@meredithnh.gov)> wrote:

Mary, thank you. The board asked for this before approving the support letter. I will have the support letter on the next agenda.

Take Care,

*Judie Milner*

Meredith Town Manager



**From:** Moriarty, Mary <[mary.moriarty@interlakes.org](mailto:mary.moriarty@interlakes.org)>

**Sent:** Tuesday, December 9, 2025 3:18 PM

**To:** Town Manager <[townmanager@meredithnh.gov](mailto:townmanager@meredithnh.gov)>

**Subject:** Re: grant support letter

**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.

Greetings, Judie,

You are always welcome here! To date funds raised through donations, pledges, and banner sales is \$188,234.84. The project will range between \$359,000 - \$369,000 (a final selection of which product will be made in mid-January by the School Board; these numbers include \$44,000 in contingency). The School Board will be including the balance of the project as a standalone warrant article at the Annual School District meeting in March. Our goal between now and then, is to try and make the delta as small as possible through continued fundraising efforts and hopefully, a \$50,000 T-Mobile Hometown Grant.

Best regards,  
Mary

**Mary Moriarty**  
**Superintendent SAU #2**  
**Inter-Lakes & Ashland School Districts**  
**Humiston Building**  
**103 Main Street Suite 2**  
**Meredith, NH 03253**  
**(603) 279 - 7947**

On Tue, Dec 9, 2025 at 3:03 PM Town Manager <[townmanager@meredithnh.gov](mailto:townmanager@meredithnh.gov)> wrote:

Hi Mary,

I should have asked this of you yesterday - do you have the total cost of the project, the expected grant amount, and where other funds are coming from?

BTW, thank you for allowingus to use you room last night!

**Judie Milner**  
Meredith Town Manager  
41 Main Street  
Meredith, NH 03253  
603-677-4205





**Town of Meredith, New Hampshire  
Selectboard Agenda Report  
For the Meeting of December 22, 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 December 22, 2025**

**Subject: Select Board Reports and Comments**

---

**Board Chair recognizes Board Members for reports and comments.**