



Town of Hudson NH

Joint Meeting Between The Board of Selectmen & The Hudson School Board

Hudson Community Center
12 Lions Ave, Hudson NH



AGENDA

August 18, 2021 6:30pm

Estimated
Time

6:30pm

A. Call or Order

Pledge of Allegiance

6:31pm

B. Opening Remarks

BOS Chair McGrath, SB Chair Gasdia & Moderator Inderbitzen open the meeting

6:35pm

C. Overall State of the Town

Town Administrator Steve Malizia will share the overall state of the Town of Hudson as well as how the town and school have worked together well recently

6:45pm

D. Master Plan Presentation / Update

Town Planner Brian Groth will outline the progress of on the updated master plan for the Town of Hudson

6:55pm

E. School District Strategic Plan

Superintendent Larry Russell will provide an overview and update of the Strategic Plan for the Hudson School District

7:05pm

F. Fire Department Update

Fire Chief Robert Buxton to provide a state of the Fire Department in 2021 and upcoming needs for 2022 and beyond

- 7:15pm **G. Police Department Update**
Police Chief William Avery to provide a state of the Police Department in 2021 and upcoming needs for 2022 and beyond
- 7:25pm **H. School District Update**
Superintendent Larry Russell will provide a state of the School District in 2021 and upcoming needs for 2022 and beyond
- 7:40pm **I. Town and School Long Term Capital Plan Overview**
Town planner Brian Groth will provide an overview of the comprehensive capital improvement plan
- 7:50pm **J. BREAK**
- 8:00pm **K. Question and Answer Session**
Moderator Paul Inderbitzen will facilitate a question and answer session where members of the Board of Selectmen and School Board can ask questions on the topics that were previously presented
- 8:55pm **L. Closing Remarks**
BOS Chair McGrath, SB Chair Gasdia & Moderator Inderbitzen close the meeting



Master Plan Update

August 18, 2021

Table of Contents

1. Intro: What is the Master Plan?
2. Process: Public Outreach
3. Current Status/Timeline
4. Questions?



What is the Master Plan?

- It is a **living** document to provide guidance for future development.
- RSA 674:2– Master Plan must include, at minimum, two sections:
 - Vision Chapter
 - Land Use Chapter
- It should:
 - Envision the best future development of the community
 - Aid planning board in designing ordinances
 - Establish statements of land use and development principles.
- *What is it **not**?*
 - *A legal document*
 - *Set in stone (it should be a living document)*



Role of the Master Plan



Public Outreach

Outreach Sessions – appx. 50 attendees

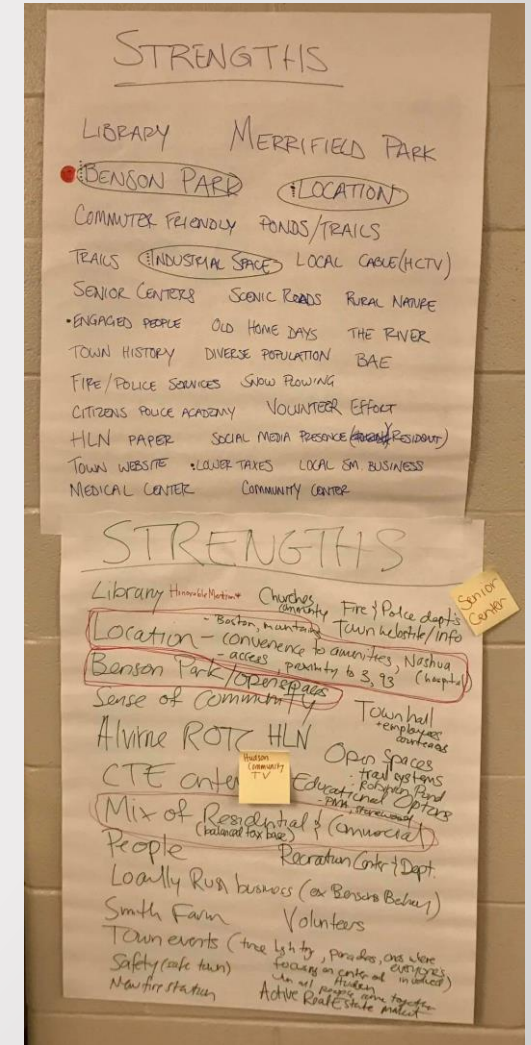
Fall 2019 – 2 Sessions each held Twice

- Session #1 – Intro, SWOT Analysis
- Session #2 – Topic Specific

Spring 2020 – planned for additional outreach sessions to review findings...

Online Survey – 390 participants

- Largest cohort 46-55 (36-35 close 2nd)
- 39% considered themselves Hudson natives
- Greatest strengths: location, housing affordability.
- Greatest concerns: development of natural areas, traffic, walkability.



Data Sources

Current Chapters of the Master Plan

1. **Community Vision & Goals - Outreach**
2. **Population & Housing – US Census, NH OSI, NRPC**
3. **Natural Resources – USGS, USFWS, Granit, NRPC**
4. **Economic Development – NH Employment Services, NH OSI, US Census**
5. **Transportation – NH DOT, NRPC**
6. **Existing Land Use – NRPC, Town of Hudson**
7. **Historic Resources – Town of Hudson, HHS, Register of Historic Places**
8. **Community Facilities – Town of Hudson**
9. **Future Land Use – All of the above**

Where are we now?

- Resuming review of draft chapters at Planning Board 8/25/21
- Incremental approach to review and approval (1-2 chapters at a time)
- Working with NRPC to begin additional public outreach
 - Likely online focused
 - Hope for future opportunities for in-person sessions

Questions?



STRONG LEARNING ENVIRONMENT

Goal 1

The Hudson School District (HSD) will provide safe and secure schools that support welcoming learning environments and foster continuous learning for students, staff, and the community.

Goal 2

Enhance and sustain an all-inclusive school environment that supports social/emotional wellness, cultural diversity, and individualized needs.

Goal 3

Develop and maintain adaptable school environments that are inviting and designed to meet the learning needs of our current and future students, as well as being resources for the community.

STRONG CONNECTIONS SCHOOL, FAMILY, COMMUNITY

Goal 1

The HSD will encourage and embrace diverse thought and will welcome the voices of all.

Goal 2

The HSD will support and promote the value of education, and passion for the learning process for college and career aspirations.

Goal 3

The HSD will promote family and community engagement through a strong and shared vision of moving from good to great.

Goal 4

The HSD will develop partnerships to harness the power of the Hudson community to spark students to accept and actively participate in their growing global future.

VIBRANT LEARNING SYSTEM

Goal 1

Students in the Hudson School District are actively engaged in personalized, challenging learning that prepares them for future opportunities.

Goal 2

Teachers will leverage the use of technology to expand the learning within and beyond the traditional classroom.

Goal 3

Teachers in the Hudson School District think deeply about, reflect on, and improve instruction that will facilitate personalized robust learning.

Goal 4

Teachers in the HSD give effective and timely feedback to students to ensure mastery of competencies and 21st century skills.

STRONG LEARNING ENVIRONMENT

STRONG CONNECTIONS SCHOOL, FAMILY, COMMUNITY

VIBRANT LEARNING SYSTEM

Goal 5

Administrators in the HSD give effective and timely feedback and support to teachers to ensure quality and current research-based instruction.

Goal 1

The Hudson School District (HSD) will provide safe and secure schools that support welcoming learning environments and foster continuous learning for students, staff, and the community.

1. Ensure that schools meet or exceed all safety recommendations of Homeland Security.
2. Create an ongoing and embedded site budget for school safety recommendations.
3. Utilize technology in schools in a safe and secure manner that supports appropriate cyber citizenship.

Goal 1

The HSD will encourage and embrace diverse thought and will welcome the voices of all.

1. Expand current school and community activities that promote diversity.
2. Recruit and retain staff of varying backgrounds, identities, and experiences.

Goal 1

Students in the Hudson School District are actively engaged in personalized, challenging learning that prepares them for future opportunities.

1. Student goal setting and accountability related to their learning.
2. Support environments that culminate in personalized demonstrations of learning.
3. Promote developmental and academic preparation for learning beginning at birth.

STRONG LEARNING ENVIRONMENT

STRONG CONNECTIONS SCHOOL, FAMILY, COMMUNITY

VIBRANT LEARNING SYSTEM

Goal 2

Enhance and sustain an all-inclusive school environment that supports social/emotional wellness, cultural diversity, and individualized needs.

1. Embed social and emotional learning (SEL) throughout the curriculum in all grade levels.
2. Provide professional development.
3. Host relevant event(s) in each school.
4. Engage the school community in activities that destigmatize mental illness.
5. Ensure that each student has a trusted relationship with an adult, in addition to their school counselor.

Goal 2

The HSD will support and promote the value of education, and passion for the learning process for college and career aspirations.

1. Promote academic and career exploration opportunities.
2. Celebrate academic progress and achievements.

Goal 2

Teachers will leverage the use of technology to expand the learning within and beyond the traditional classroom.

1. Expand in-house professional development on technologies.
2. Dedicate personnel to increase capacity of teachers in technology.

STRONG LEARNING ENVIRONMENT

STRONG CONNECTIONS SCHOOL, FAMILY, COMMUNITY

VIBRANT LEARNING SYSTEM

Goal 3

Develop and maintain adaptable school environments that are inviting and designed to meet the learning needs of our current and future students, as well as being resources for the community.

1. Maintain an efficient and well-communicated fiscal management and budgeting process.
2. Develop and implement a comprehensive capital improvement plan that realizes school renovation plans that gain community support for implementation to become the first choice for education in New Hampshire.
3. Support and maintain the district technology plan.
4. Prioritize repairs and maintenance of existing assets through a long-term facilities plan.

Goal 3

The HSD will promote family and community engagement through a strong and shared vision of moving from good to great.

1. Dedicate personnel to oversee communications, public relations, the HSD website, social media, and branding (celebrate all the good happenings in Hudson).
2. Maintain ongoing communication with the community.
3. Leverage technology and social media for communication to families and community.

Goal 3

Teachers in the Hudson School District think deeply about, reflect on, and improve instruction that will facilitate personalized robust learning.

1. Support teachers to challenge each student to increase academic interest and achievement.
2. Improve the Professional Learning Communities system.
3. Create a coaching model for instructional improvement.

STRONG LEARNING ENVIRONMENT

STRONG CONNECTIONS SCHOOL, FAMILY, COMMUNITY

VIBRANT LEARNING SYSTEM

Goal 4

The HSD will develop partnerships to harness the power of the Hudson community to spark students to accept and actively participate in their growing global future.

1. Develop extended learning opportunities with the help of community mentors and job shadowing.

Goal 4

Teachers in the HSD give effective and timely feedback to students to ensure mastery of competencies and 21st century skills.

1. Create ongoing professional development on effective feedback.
2. Develop accountability system to monitor progress based upon the feedback.
3. Explicitly teach and assess the skills necessary for success after graduation (Portrait of a Graduate).
4. Increase the timeliness of formative assessments to support effective feedback and to inform the next level of instruction.

STRONG LEARNING ENVIRONMENT

STRONG CONNECTIONS SCHOOL, FAMILY, COMMUNITY

VIBRANT LEARNING SYSTEM

Goal 5

Administrators in the HSD give effective and timely feedback and support to teachers to ensure quality and current research-based instruction.

1. Have an effective evaluation system in place starting in 2019-2020.
2. Create professional development for current research-based quality instructional models.
3. Develop a teacher accountability system to reflect upon the feedback.

HUDSON FIRE DEPARTMENT

**ENGINEERING QUALITY:
FIRE, EMS, BUILDING, HEALTH
AND EMERGENCY MANAGEMENT
SERVICES**



VISION STATEMENT

To empower our organization with the knowledge, abilities and resources to meet the ever changing challenges that face our community.

Prepare - Prevent - Protect

ORGANIZATIONAL VALUES

P

- **Professionalism**

R

- **Respect**

I

- **Integrity**

D

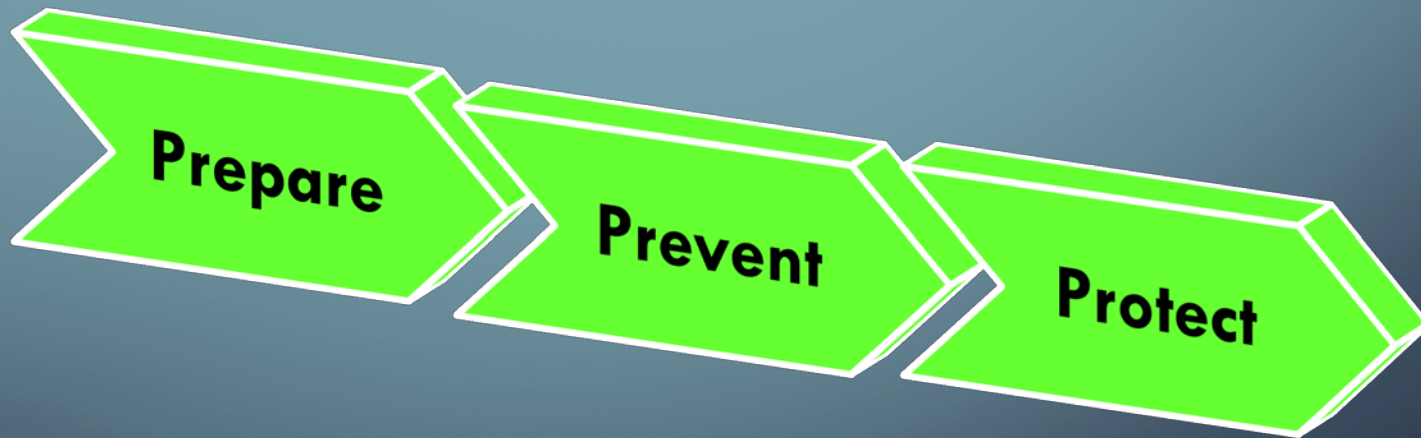
- **Dedication**

E

- **Empathy**

Prepare - Prevent - Protect

HUDSON FIRE DEPARTMENT MISSION STATEMENT



Prepare - Prevent - Protect

SHARED VISION



Prepare - Prevent - Protect

Administration



**Building and
Life Safety**



**Training and
Emergency
Medical Services**



Operations

Prepare - Prevent - Protect

FUNDING SOURCE REVIEW

- **Annual Department Budget**
- **Capital Reserve Accounts**
- **Grant Funding**

DEPARTMENT INITIATIVES

- **Continue to develop our employees in order to create a self sustaining organization.**
- **Continue to maintain a safe and effective working environment for the employees and the citizens of the Town of Hudson.**
- **Continue to identify funding sources in order to maintain our employee safety programs.**

Prepare - Prevent - Protect

DEPARTMENT INITIATIVES

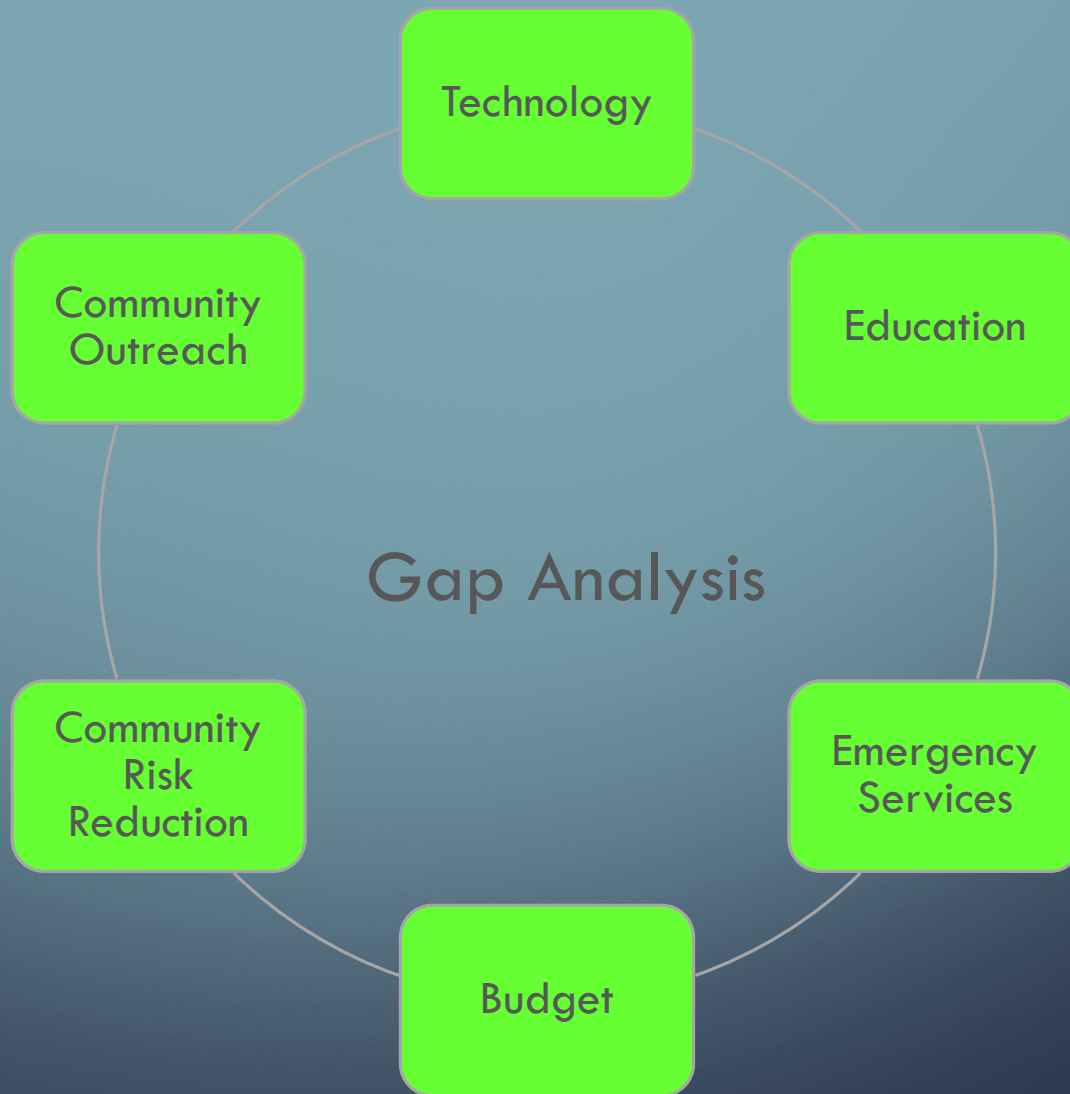
- **Continue to provide cost effective services for the citizens of the Town of Hudson.**
- **Continue to improve our cost effectiveness through the utilization of technology.**
- **Create an environment to support a department succession plan for the leadership positions within the organization.**

Prepare - Prevent - Protect

DEPARTMENT INITIATIVES

- **Complete the CAAS best practices assessment for EMS Organizations.**
- **Complete the CFAI Self Assessment Manual for Fire Service Organizations.**
- **Continue to seek out and identify grant funding opportunities that support the needs of our organization.**

Prepare - Prevent - Protect



Prepare - Prevent - Protect

FY-23

- Labor Agreements
- Inspectional Service Technology
- Safety and Health Officer
- Strategic Planning

FY-24

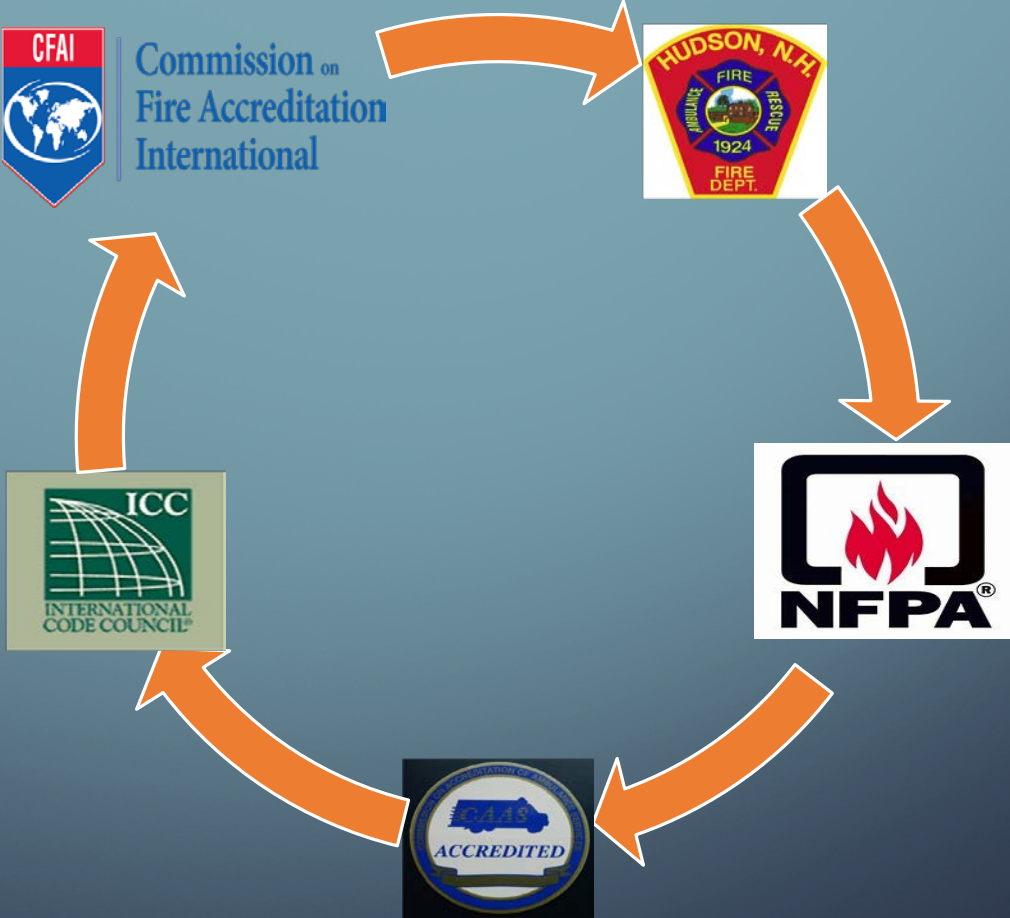
- Station 1 Renovation
- EMS Accreditation
- Ambulance
- Standard of Cover

FY-25

- Fire Accreditation
- Tanker 1
- Command Vehicle
- Refurbishment Engine 1

Prepare - Prevent - Protect

SHARED VISION



Prepare - Prevent - Protect

Hudson Police facility needs

- JULY 2019 CHIEF AVERY HIRED MUNICIPAL RESOURCES INCORPORATED (MRI) TO COMPLETE AN INDEPENDENT ASSESSMENT OF DEPT NEEDS.
SEE REPORT AT HUDSONNH.GOV/POLICE
- CURRENT BUILDING IS 14,000 SQUARE FEET – PROPOSED CHANGES WOULD GAIN 5720 SQ. FT
- CAPITAL IMPROVEMENTS PLAN COMMITTEE UNANIMOUSLY VOTED IN FAVOR OF THIS PROPOSAL FOR IMMEDIATE RENOVATIONS & ADDITION
- ALSO APPROVED BY THE BOARD OF SELECTMEN & BUDGET COMMITTEE
- GREAT NEED FOR MORE SPACE; STORAGE AND SECURITY

MRI Assessment Highlights

The Ann Seabury Community Room:

Add 3 small offices

Dispatch: Break room

Records/Legal: relocate legal division to one office space, near record files

Evidence/Labs: additional evidence room, new crime & computer lab, new narcotics office

Narcotic Division: Office Space

STORAGE: storage for files, equipment (support services, swat & mailboxes)

Female Locker Room: need more female locker, currently at capacity

Roll Call/ Emergency Operations Center: new room with more space

Overall Security: employee parking lot, prisoner transport gate & carport for marked cruisers

Proposed Renderings



Proposed Renderings



HUDSON SCHOOL DISTRICT

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To: Hudson School Board
Hudson Board of Selectman

From: Superintendent Larry Russell

Date: August 10, 2021

Re: School District Update

1. Strategic Plan

Superintendent Russell will review the pillars and goals of the strategic plan and review the process for updating the plan.

2. School District Review

- School Year 2020-2021
 - The impact of COVID-19
 - Remote learning
 - The silver linings
- School Year 2021-2022
 - COVID-19 protocols
 - Federal funds
 - School safety
 - Academic improvement
 - Alternative school



Fiscal Year 2020

Capital Improvements Plan

August 18, 2021

Table of Contents

1. Intro: What is the CIP?
2. Process: Capital Improvements Committee
3. Projects: Key Findings & Recommendations
4. Tables: Project Scheduling & Tax Impact
5. Questions?



What is the CIP?

- RSA 674:5 – Enabling statute
 - *“The sole purpose and effect of the capital improvements program shall be to aid the mayor or selectmen and the budget committee in their consideration of the annual budget.”*
 - Adoption of a Master Plan is a prerequisite.
- RSA 674:21,V – CIP is a prerequisite for collection of Impact Fees
 - *“In order for a municipality to adopt an impact fee ordinance, it must have enacted a capital improvements program pursuant to RSA 674:5-7.”*



What is the CIP?

- This plan is intended to:
 - Take inventory of anticipated capital projects over the next six years and;
 - Recommend a funding schedule that best mitigates the impact on the average taxpayer by evenly distributing the financial impacts to reduce variation in year-to-year costs.
- Note: a CIP may be described as a “conceptual budget”
 - A snapshot of moving targets.
- Responsibility of Planning Board.
 - Capital Improvements Committee



PROCESS

Capital Improvements Committee

- Subcommittee of the Planning Board
- Membership

Tim Malley, Chair, Planning Board
Roger Coutu, Board of Selectmen
Charlie Brackett, Planning Board
Ed Van der Veen, Planning Board

Malcolm Price/Diana LaMothe, School Board
Jim Weaver, Budget Committee
Bob Calzini, Citizen Member
Dillon Dumont, Alternate

- Monthly meetings – April, May, June, July, August.
- Adopted by Planning Board on September 18, 2019.

**Thank You
Committee
Members!**



PROCESS

Capital Improvements Committee

Goal:

- anticipate the impact of future capital projects on taxpayers, and
- recommend a funding schedule mitigating these impacts,
- to provide a consistent and predictable tax bill.



No Spikes!



Key Findings

6 Departments/19 Projects:

- Benson Park Committee – historic rehabilitation
- Engineering Department – bridges & culverts
- Finance Department – town hall expansion
- Police Department – police station expansion
- School District– Alvirne renovation, roofs, parking lots
- Sustainability Committee – energy efficiency program



Benson Park

- Haselton Barn Roof Repair.
 - Historic status?
 - What is the end game?
- Kitchen Building Roof Repair.
 - Historic clay tiles required by DHR
 - Town did not receive enough tiles at time of receipt.



*CIC recommends that Hudson engage DHR/DOT
for assistance, grant availability, etc.*



Engineering

- Twin Bridges repair.
- Lowell & Birch intersection.
- Culverts.
- Traffic light management system (impact fee funded).



CIC recommends that Hudson engage Nashua to negotiate a formal agreement for repair cost share prior to expending funds.



Finance

- Town Hall expansion concept.
- What are the needs now and in the future?
- Is expansion, or relocation most appropriate?
- Other expansion scenarios?



CIC recommends an Alternatives & Feasibility study be done to identify the most cost-effective approach in providing for the needs of Town Hall, for now and in the future.



Police

- Undersized when built in 1995.
- ~5,775 sf expansion.
- 9,544 sf renovation.
- Carport improves response time.
- Revisions made to reduce costs:
 - Retain holding cells
 - Carport instead of full cover
- Assessment done by MRI & NorthPoint.



CIC strongly recommends the Police Station project for FY 2021.



School

- Alvirne HS renovation.
- Full Day Kindergarten.
- HMS field renovation.
- Roof & parking lot maintenance projects.

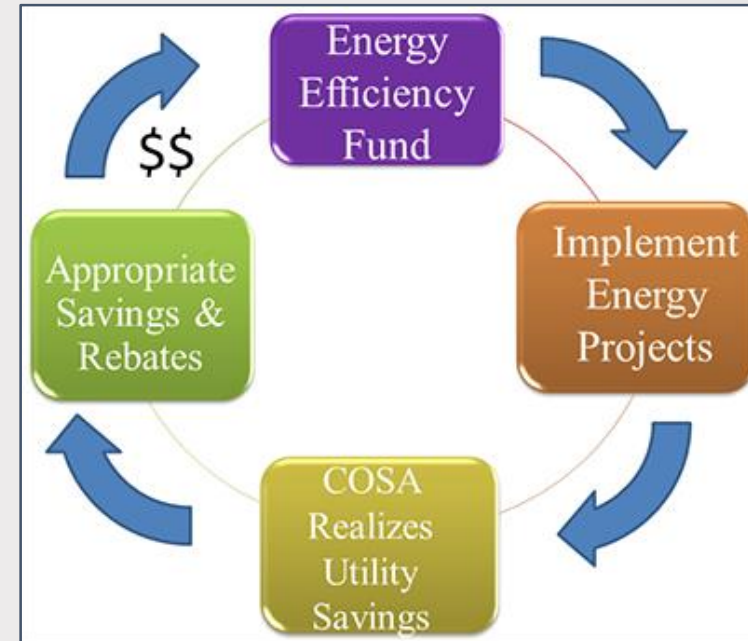


CIC recommends the Alvirne HS renovation to commence in FY 2021 to take advantage of cost-savings and efficiencies by dovetailing with the CTE project.



Sustainability

- Energy efficiency fund for Town facilities.
- Concept of an annual fund for energy audits and improvements.
- Not applicable to CIC as it proposes an annual fund.
- Implemented in other muni's.



Source: City of San Antonio, TX

CIC recommends this concept be considered by the Board of Selectmen



TABLES

Department/Committee		Project	Cost Estimate	Fiscal Year				
				2021	2022	2023	2024	2025
Benson Park Committee	Haselton Barn Roof Replacement	\$80,000		\$80,000				
	Kitchen Building Roof Repair	\$60,000	\$60,000					
Finance	Town Hall Expansion	\$964,000	\$10,000	\$954,000				
Engineering	Twin Bridges Rehabilitation	\$975,000		\$975,000				
	Speare Road Culvert Replacement	\$500,000			\$500,000			
	Lowell Road Bridge Rehabilitation	\$500,000		\$500,000				
	Melendy Road Culvert Replacement	\$500,000						\$500,000
	Traffic Light Upgrades	\$200,000	\$200,000					
	Lowell & Birch Intersection Update	\$2,500,000			\$2,500,000			
	Police	Police Department Expansion	\$5,000,000	\$5,000,000				
School District	HMS Roof Replacement	\$500,000	\$500,000					
	HMS Playing Fields Renovation	\$350,000		\$175,000	\$175,000			
	LSS Roof Replacement	\$250,000			\$250,000			
	DHOS Parking Lot Paving	\$100,000			\$100,000			
	DHOS Roof Replacement	\$200,000					\$200,000	
	SAU Central Parking Lot Paving	\$150,000						\$150,000
	HGS Roof Replacement	\$250,000					\$250,000	
	Full Day Kindergarten	TBD	-					
	Alvirne High School Renovation	\$18,000,000	\$18,000,000					
Total Project Costs		\$31,079,000	\$23,770,000	\$2,684,000	\$3,025,000	\$500,000	\$450,000	\$650,000
Key:			UFB		Appropriations		Bonds	
			Impact Fees		Bonds			



TABLES

Table 2: Annual Taxpayer Impact <i>(based on an ASFH value \$300,000)</i>	Fiscal Year					
	2021	2022	2023	2024	2025	2026
Annual Cost: Impact Fee Projects	\$200,000	-	-	-	-	-
Tax Rate Impact	\$0.00	-	-	-	-	-
	2021	2022	2023	2024	2025	2026
Annual Cost: Unassigned Fund Balance Projects	\$10,000	\$954,000	-	-	-	-
Tax Rate Impact	\$0	\$0.00	-	-	-	-
	2021	2022	2023	2024	2025	2026
Annual Cost: Appropriations	\$560,000	\$755,000	\$525,000	\$500,000	\$450,000	\$650,000
Tax Rate Impact	\$0.18	\$0.24	\$0.17	\$0.16	\$0.14	\$0.21
	2021	2022	2023	2024	2025	2026
Annual Cost: \$5M Bond (Police Station)	\$451,111	\$440,000	\$430,000	\$420,000	\$410,000	\$400,000
\$5 M 20 yr 4% Bond	\$0.15	\$0.14	\$0.14	\$0.14	\$0.13	\$0.13
Annual Total Cost \$1M Bond (Twin Bridges)		\$90,222	\$88,000	\$86,000	\$84,000	\$82,000
\$1M 20 yr 4% Bond		\$0.029	\$0.028	\$0.028	\$0.027	\$0.026
Annual Total Cost \$2.5M Bond (Lowell/Birch Intersection)			\$225,556	\$220,000	\$215,000	\$210,000
\$2.5M 20 yr 4% Bond			\$0.073	\$0.071	\$0.069	\$0.068
Annual Cost: \$18M Bond (Alvirne HS)	\$456,875	\$1,352,250	\$1,326,750	\$1,301,250	\$1,275,750	\$1,250,250
\$18M 30 yr 4.25% Bond	\$0.15	\$0.43	\$0.43	\$0.42	\$0.41	\$0.40
	2021	2022	2023	2024	2025	2026
Annual Cost: Tax Impact Projects	\$1,467,986	\$2,637,472	\$2,595,306	\$2,527,250	\$2,434,750	\$2,592,250
Tax Rate	\$0.47	\$0.85	\$0.83	\$0.81	\$0.78	\$0.83
ASFH Taxpayer Impact	\$141.64	\$254.48	\$250.41	\$243.85	\$234.92	\$250.12

Key: UFB Appropriations
 Impact Fees Bonds Total Tax Impact ASFH



Questions?

